

2019-20 Bulletin

Olin School of Business Graduate Programs

 Washington University in St. Louis



Table of Contents

About This Bulletin	3
About Washington University in St. Louis	4
Trustees & Administration	4
Academic Calendar	4
Campus Resources	5
University Policies	8
University Affiliations	13
Olin Business School	14
Degrees Offered	21
Graduate Master's Degrees	22
Master of Business Administration (MBA) (Full-Time)	22
Professional MBA (Part-Time)	23
Master of Accounting (MACC)	24
Master of Science in Supply Chain Management (MSSCM)	24
Master of Science in Business Analytics (MSA)	24
Master of Science in Finance - Quantitative (MSFQ)	25
Master of Science in Finance - Corporate Finance (MSFC)	26
Master of Science in Finance - Wealth and Asset Management (MSFWAM)	26
Global Master of Finance (GMF)	27
Admissions	27
Policies	27
Financial Information	38
Exchange Programs	39
Executive Degrees	39
Executive MBA	39
Admissions	40
Policies	40
Financial Information	41
Executive MBA Shanghai	41
Admissions	42
Policies	42
Financial Information	43
Executive MBA Mumbai	43
Admissions	44
Policies	45

Financial Information	45
Doctoral Degrees	46
Doctor of Business Administration (DBA)	46
Doctor of Philosophy (PhD) in Business	46
Admissions	47
Policies	47
Financial Information	47
Administration	48
Interdisciplinary Opportunities	49
Inter-University Exchange Program	49
Skandalaris Center for Interdisciplinary Innovation and Entrepreneurship	50
Index	52

About This Bulletin

The graduate and professional *Bulletins* are the catalogs of programs, degree requirements and policies of the following schools of Washington University in St. Louis: Architecture & Urban Design; Art; Arts & Sciences; Business; Engineering; Law; Medicine; and Social Work & Public Health.

The *University College Bulletin* is the catalog of University College, the professional and continuing education division of Arts & Sciences at Washington University in St. Louis. The catalog includes programs, degree requirements, course descriptions and pertinent university policies for students earning a degree through University College.

The 2019-20 *Bulletin* is entirely online but may be downloaded in PDF format for printing. Individual pages may be downloaded in PDF format using the "Download This Page as a PDF" option on each page. To download the full PDF, please choose from the following:

- Architecture & Urban Design Bulletin (PDF) (http://bulletin.wustl.edu/grad/Bulletin_2019-20_grad_architecture.pdf)
- Art Bulletin (PDF) (http://bulletin.wustl.edu/grad/Bulletin_2019-20_grad_art.pdf)
- Arts & Sciences Bulletin (PDF) (http://bulletin.wustl.edu/grad/Bulletin_2019-20_graduate_school.pdf)
- Business Bulletin (PDF) (http://bulletin.wustl.edu/grad/Bulletin_2019-20_grad_business.pdf)
- Engineering Bulletin (PDF) (http://bulletin.wustl.edu/grad/Bulletin_2019-20_grad_engineering.pdf)
- Law Bulletin (PDF) (http://bulletin.wustl.edu/grad/Bulletin_2019-20_law.pdf)
- Medicine Bulletin (PDF) (http://bulletin.wustl.edu/grad/Bulletin_2019-20_medicine.pdf)
- Social Work & Public Health Bulletin (PDF) (http://bulletin.wustl.edu/grad/Bulletin_2019-20_brownschool.pdf)
- University College Bulletin (undergraduate & graduate) (PDF) (http://bulletin.wustl.edu/grad/Bulletin_2019-20_university_college.pdf)

The degree requirements and policies in the 2019-20 *Bulletin* apply to students entering Washington University during the 2019-20 academic year.

Every effort is made to ensure that the information, applicable policies and other materials presented in the *Bulletin* are accurate and correct as of the date of publication (October 16, 2019). Washington University reserves the right to make changes at any time without prior notice. Therefore, the electronic version of the *Bulletin* may change from time to time without notice. The governing document at any given time is the then-current version of the *Bulletin*, as published online,

and then-currently applicable policies and information are those contained in that *Bulletin*.

For the most current information about available courses and class scheduling, visit WebSTAC (<https://acadinfo.wustl.edu>). Please email the Bulletin editor (bulletin_editor@wustl.edu) with any questions concerning the *Bulletin*.

About Washington University in St. Louis

Who We Are Today

Washington University in St. Louis — a medium-sized, independent university — is dedicated to challenging its faculty and students alike to seek new knowledge and greater understanding of an ever-changing, multicultural world. The university is counted among the world's leaders in teaching and research, and it draws students from all 50 states, the District of Columbia, Guam, Puerto Rico and the Virgin Islands. Students and faculty come from more than 100 countries around the world.

The university offers more than 90 programs and almost 1,500 courses leading to bachelor's, master's and doctoral degrees in a broad spectrum of traditional and interdisciplinary fields, with additional opportunities for minor concentrations and individualized programs. For more information about the university, please visit the University Facts (<http://wustl.edu/about/facts>) page of our website.

Enrollment by School

For enrollment information (<https://wustl.edu/about/university-facts/#students>), please visit the University Facts page of our website.

Committed to Our Students: Mission Statement

Washington University's mission is to discover and disseminate knowledge and to protect the freedom of inquiry through research, teaching and learning.

Washington University creates an environment that encourages and supports an ethos of wide-ranging exploration. Washington University's faculty and staff strive to enhance the lives and livelihoods of students, the people of the greater St. Louis community, the country and the world.

Our goals are as follows:

- To welcome students, faculty and staff from all backgrounds to create an inclusive community that is welcoming, nurturing and intellectually rigorous;
- To foster excellence in our teaching, research, scholarship and service;
- To prepare students with the attitudes, skills and habits of lifelong learning and leadership, thereby enabling them to be productive members of a global society; and

- To be an institution that excels by its accomplishments in our home community, St. Louis, as well as in the nation and the world.

To this end, we intend to do the following:

- To judge ourselves by the most exacting standards;
- To attract people of great ability from diverse backgrounds;
- To encourage faculty and students to be bold, independent and creative thinkers;
- To provide an exemplary, respectful and responsive environment for living, teaching, learning and working for present and future generations; and
- To focus on meaningful, measurable results for all of our endeavors.

Trustees & Administration

Board of Trustees

Please visit the Board of Trustees website (<http://boardoftrustees.wustl.edu>) for more information.

University Administration

In 1871, Washington University co-founder and then-Chancellor William Greenleaf Eliot sought a gift from Hudson E. Bridge, charter member of the university's Board of Directors, to endow the chancellorship. Soon it was renamed the "Hudson E. Bridge Chancellorship."

Led by the chancellor, the officers of the university administration (<http://wustl.edu/about/leadership>) are detailed on the university website.

Academic Calendar

The academic calendar of Washington University in St. Louis is designed to provide an optimal amount of classroom instruction and examination within a manageable time frame, facilitating our educational mission to promote learning among both students and faculty. Individual schools, particularly our graduate and professional schools, may have varying calendars due to the nature of particular fields of study. Please refer to each school's website for more information.

Fall Semester 2019

Date	Day	Description
August 26	Monday	Classes begin
September 2	Monday	Labor Day holiday
October 12-15	Saturday-Tuesday	Fall Break
November 27-December 1	Wednesday-Sunday	Thanksgiving Break
December 6	Friday	Last day of classes

December 9-18	Monday- Wednesday	Reading and Exams
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Spring Semester 2020

Date	Day	Description
January 13	Monday	Classes begin
January 20	Monday	Martin Luther King Jr. holiday
March 8-14	Sunday-Saturday	Spring Break
April 24	Friday	Last day of classes
April 27-May 6	Monday- Wednesday	Reading and Exams
May 15	Friday	Commencement

Summer Semester 2020

Date	Day	Description
May 18	Monday	First Summer Session begins
May 25	Monday	Memorial Day holiday
July 3	Friday	Independence Day holiday
August 13	Thursday	Last Summer Session ends

Washington University recognizes the individual student's choice in observing religious holidays that occur during periods when classes are scheduled. Students are encouraged to arrange with their instructors to make up work missed as a result of religious observance, and instructors are asked to make every reasonable effort to accommodate such requests.

Campus Resources

Student Support Services

The Learning Center is located on the ground floor of Gregg House on the South 40, and it is the hub of academic support at Washington University in St. Louis. We provide undergraduate students with assistance in a variety of forms. Most services are free, and each year more than 2,000 students participate in one or more of our programs. For more information, visit the Learning Center website (<https://learningcenter.wustl.edu>) or call 314-935-5970. There are three types of services housed within the Learning Center:

- **Academic Mentoring Programs** offer academic support in partnership with the academic departments in a variety of forms. Academic mentoring programs are designed to support students in their course work by helping them develop the lifelong skill of "learning how to learn" and by stimulating their independent thinking. Programs include course-specific weekly structured study groups facilitated by highly trained peer leaders as well as course-specific

weekly walk-in sessions facilitated by academic mentors in locations, at times and in formats convenient for the students. The Learning Center also offers individual consulting/coaching for academic skills such as time management, study skills, note taking, accessing resources and so on. Other services include fee-based graduate and professional school entrance preparation courses.

- **Disability Resources** supports students with disabilities by fostering and facilitating an equal access environment for the Washington University community of learners. Disability Resources partners with faculty and staff to facilitate academic and housing accommodations for students with disabilities on the Danforth Campus. Students enrolled in the School of Medicine should contact their program's director. Please visit the Disability Resources website (<https://students.wustl.edu/disability-resources>) or contact the Learning Center at 314-935-5970 for more information.
- **TRIO: Student Support Services** is a federally funded program that provides customized services for undergraduate students who are low income, who are the first in their family to go to college, and/or who have a documented disability. Services include academic coaching, academic peer mentoring, cultural and leadership programs, summer internship assistance and post-graduation advising. First-year and transfer students are considered for selection during the summer before they enter their first semester. Eligible students are encouraged to apply when they are notified, because space in this program is limited. For more information, visit the TRIO Program website (<https://students.wustl.edu/trio-program>).

Medical Student Support Services. For information about Medical Student Support Services, please visit the School of Medicine website (<https://medicine.wustl.edu>).

Office for International Students and Scholars. If a student is joining the university from a country other than the United States, this office can assist that individual through their orientation programs, issue certificates of eligibility (visa documents), and provide visa and immigration information. In addition, the office provides personal and cross-cultural counseling and arranges social, cultural and recreational activities that foster international understanding on campus.

The Office for International Students and Scholars is located on the Danforth Campus in the Danforth University Center at 6475 Forsyth Boulevard, Room 330. The office can be found on the Medical Campus in the Mid Campus Center (MCC Building) at 4590 Children's Place, Room 2043. For more information, visit the Office for International Students and Scholars website (<http://oiss.wustl.edu>) or call 314-935-5910.

Office of Military and Veteran Services is located in Umrath Hall on the Danforth Campus. This office serves as the university's focal point for military and veteran matters, including transitioning military-connected students into higher education,

providing and connecting students with programs and services, and partnering across campus and in the community. Services include advising current and prospective students on how to navigate the university and maximize Department of Defense and Veterans Affairs (VA) educational benefits, transition support, Veteran Ally training for faculty and staff, veteran-unique programming, and connecting students to campus and community resources. Military-connected students include veterans, military service members, spouses, dependent children, caregivers, survivors and Reserve Officer Training Corp cadets. There are two university policies that apply to students who still serve in the Armed Forces and students who use VA educational benefits:

- The Policy on Military Absences, Refunds and Readmissions (<https://veterans.wustl.edu/policies/policy-for-military-students>) applies to students serving in the U.S. Armed Forces and their family members when military service forces them to be absent or withdraw from a course of study.
- The Policy on Protections for VA Educational Benefit Users (<https://veterans.wustl.edu/policies/policy-for-va-students>) applies to students using VA education benefits when payments to the institution and the individual are delayed through no fault of the student.

Please visit the Military and Veteran Services website (<https://veterans.wustl.edu>) or contact Military and Veteran Services at 314-935-2609 or veterans@wustl.edu for more information.

Relationship and Sexual Violence Prevention (RSVP) Center.

The RSVP Center offers free and confidential services including 24/7 crisis intervention, counseling services, resources, support and prevention education for all students on the Danforth Campus. The RSVP Center operates from a public health model and uses trauma-informed practices to address the prevalent issues of relationship and sexual violence. By providing support for affected students, it is our goal to foster post-traumatic growth and resilience and to help ensure academic retention and success. Our prevention efforts call for community engagement to engender an intolerance of violence and an active stance toward challenging cultural injustices that perpetuate such issues. Learn more at the RSVP Center website (<https://rsvpcenter.wustl.edu>).

WashU Cares. WashU Cares assists the university with handling situations involving the safety and well-being of Danforth Campus students. WashU Cares is committed to fostering student success and campus safety through a proactive, collaborative and systematic approach to the identification of, intervention with and support of students of concern while empowering all university community members to create a culture of caring. If there is a concern about the physical or mental well-being of a student, please visit the WashU Cares website (<https://washucares.wustl.edu>) to file a report.

The Writing Center. The Writing Center, a free service, offers writing advice to all Washington University undergraduate and

graduate students. Tutors will read and discuss any kind of work in progress, including student papers, senior theses, application materials, dissertations and oral presentations. The Writing Center staff is trained to work with students at any stage of the writing process, including brainstorming, developing and clarifying an argument, organizing evidence, and improving style. Rather than editing or proofreading, tutors will emphasize the process of revision and teach students how to edit their own work.

The Writing Center is located in Olin Library on Level 1. Appointments (<http://writingcenter.wustl.edu>) are preferred and can be made online.

Student Health Services, Danforth Campus

Habif Health and Wellness Center, formerly known as Student Health Services, provides medical and mental health care for undergraduate and graduate students. Habif staff members include licensed professionals in Medical Services, Mental Health Services and Health Promotion Services. Please visit Dardick House on the South 40 or the Habif Health and Wellness Center website (<http://shs.wustl.edu>) for more information about Habif's services and staff members.

Hours:

Monday, Tuesday and Thursday 8 a.m.-6 p.m.
Wednesday 10 a.m.-6 p.m.
Friday 8 a.m.-5 p.m.
Saturday 9 a.m.-1 p.m.

A nurse answer line and after hours mental health crisis line are available to answer any medical or mental health questions a student may have when Habif is closed. For after-hours care, please call 314-935-6666.

Medical Services staff members provide care for the evaluation and treatment of an illness or injury, preventive health care and health education, immunizations, nutrition counseling, physical therapy, and travel medicine and sexual health services. Habif Health and Wellness Center providers are participating members of the Washington University in St. Louis Physician's Network. Any condition requiring specialized medical services will be referred to an appropriate specialist. Habif accepts most health insurance plans and will be able to bill the plan according to plan benefits. The student health insurance plan requires a referral for medical care any time care is not provided at Habif (except in an emergency). Call 314-935-6666 or visit the Habif website to schedule an appointment (<http://shs.wustl.edu>).

Appointments are also available for the assessment, treatment, and referral of students who are struggling with substance abuse.

The Habif Health and Wellness Center pharmacy is available to all Washington University students and their dependents who participate in the student health insurance plan. The pharmacy

accepts most prescription insurance plans; students should check with the pharmacist to see if their prescription plan is accepted at the pharmacy.

The Habif Health and Wellness Center lab provides full laboratory services. Approximately 20 tests can be performed in the lab. The remainder of all testing that is ordered by Habif is completed by LabCorp. LabCorp serves as Habif's reference lab, and it is a preferred provider on the student health insurance plan. This lab can perform any test ordered by Habif providers or outside providers.

All incoming students must provide proof of immunization for measles, mumps, and rubella (i.e., two vaccinations after the age of one year old; a titer may be provided in lieu of the immunizations). Proof of receiving a meningococcal vaccine is required for all incoming undergraduate students. A PPD skin test in the past six months is required for students entering the university from certain countries; this list of countries may be found on the Habif website. It is also recommended that, during the five years before beginning their studies at Washington University, all students will have received the tetanus diphtheria immunization, the hepatitis A vaccine series, the hepatitis B vaccine series, and the varicella vaccine. Medical History Forms (<http://shs.wustl.edu>) are available online. Failure to complete the required forms will delay a student's registration and prevent their entrance into housing assignments. Please visit the Habif website for complete information about requirements and deadlines (<http://shs.wustl.edu>).

Mental Health Services staff members work with students to resolve personal and interpersonal difficulties, including conflicts with or worry about friends or family, concerns about eating or drinking patterns, and feelings of anxiety and depression. Staff members help each person figure out their own situation. Services include individual, group and couples counseling; crisis counseling; psychiatric consultation; and referral for off-campus counseling. Call 314-935-6666 or visit the Habif website to schedule an appointment (<http://shs.wustl.edu>).

Health Promotion Services provides free programs and risk reduction information related to issues such as stress, sleep, sexual health and alcohol/other drugs. For more information, visit the Zenker Wellness Suite in Sumers Recreation Center to learn about the programs on campus led by student peer health educators. Call 314-935-7139 or send an email to wellness@wustl.edu for more information.

In 2018, this department launched the **WashU Recover Group** to provide an opportunity for students in recovery from substance use to connect with other students with similar experiences. The group provides local resources, support, meetings and activities. Members have 24/7 access to a private facility to study, meet and socialize. The group is not a recovery program; it is a confidential resource that students can add to their support system. For more information, send an email to recovery@wustl.edu.

Important Information About Health Insurance, Danforth Campus

Washington University has a student health fee that was designed to improve the health and wellness of the entire Washington University community. This fee supports health and wellness services and programs on campus. In addition, all full-time, degree-seeking Washington University students are automatically enrolled in the Student Health Insurance Plan upon completion of registration. Students may opt out of this coverage if they provide proof of existing comprehensive insurance coverage. Information concerning opting out of the student health insurance plan (<http://shs.wustl.edu>) can be found online after June 1 of each year. Habif provides billing services to many of the major insurance companies in the United States. Specific fees and co-pays apply to students using Medical Services and Mental Health Services; these fees may be billable to the students' insurance plan. More information is available on the Habif Health and Wellness Center website (<http://shs.wustl.edu>).

Student Health Services, Medical Campus

For information about student health services on the Medical Campus, please visit the Student Health Services page (<http://bulletin.wustl.edu/medicine/resources/student-health>) of the medical school *Bulletin*.

Campus Security

The Washington University campus is among the most attractive in the nation, and it enjoys a safe and relaxed atmosphere. Your personal safety and the security of your property while on campus is a shared responsibility. Washington University has made safety and security a priority through our commitment to a full-time professional police department, the use of closed-circuit television, card access, good lighting, shuttle services, emergency telephones, and ongoing educational safety awareness programs. The vast majority of crimes that occur on college campuses are crimes of opportunity, which can be prevented.

The best protection against crime is an informed and alert campus community. Washington University has developed several programs to help make your experience here a safe and secure one. An extensive network of emergency telephones — including more than 200 "blue light" telephones — is connected directly to the University Police Department and can alert the police to your exact location. In addition to the regular shuttle service, an evening walking escort service and a mobile Campus Circulator shuttle is available on the Danforth Campus.

The Campus2Home shuttle will provide a safe ride home for those living in four designated areas off campus — Skinker-DeBaliviere, Loop South, north of The Loop and just south of the campus — from 6:00 p.m. to 4:00 a.m. seven days a week. The shuttle leaves from the Mallinckrodt Center every 30 minutes and

takes passengers directly to the front doors of their buildings. Shuttle drivers then will wait and watch to make sure passengers get into their buildings safely. Community members can track the shuttle in real time using the WUSTL Mobile App. The app can be downloaded free of charge from the Apple App Store or the Google Play Store.

The University Police Department is a full-service organization staffed by certified police officers who patrol the campus 24 hours a day throughout the entire year. The department offers a variety of crime prevention programs, including a high-security bicycle lock program, free personal-safety whistles, computer security tags, personal safety classes for women and men, and security surveys. Community members are encouraged to download and install the personal safety app Noonlight on their phones; this app allows users to call for help during emergencies. For more information about these programs, visit the Washington University Police Department website (<https://police.wustl.edu/Pages/Home.aspx>).

In compliance with the Campus Crime Awareness and Security Act of 1990, Washington University publishes an annual report (<http://police.wustl.edu/clerylogsandreports/Pages/default.aspx>) entitled *Safety & Security: Guide for Students, Faculty, and Staff — Annual Campus Security and Fire Safety Reports and Drug & Alcohol Abuse Prevention Program*. This report is available to all current and prospective students on the Danforth Campus and university employees on the Danforth, North and West campuses. To request a hard copy, contact the Washington University Police Department, CB 1038, One Brookings Drive, St. Louis, MO 63130-4899, 314-935-9011.

For information regarding protective services at the School of Medicine, please visit the Security page (<https://facilities.med.wustl.edu/security>) of the Washington University Operations & Facilities Management Department.

University Policies

Washington University has various policies and procedures that govern our faculty, staff and students. Highlighted below are several key policies of the university. Web links to key policies and procedures are available on the Office of the University Registrar website (<http://registrar.wustl.edu>) and on the university's Compliance and Policies page (<http://wustl.edu/policies>). Please note that the policies identified on these websites and in this *Bulletin* do not represent an entire repository of university policies, as schools, offices and departments may implement policies that are not listed. In addition, policies may be amended throughout the year.

Nondiscrimination Statement

Washington University encourages and gives full consideration to all applicants for admission, financial aid and employment. The university does not discriminate in access to or treatment or employment in its programs and activities on the basis of race,

color, age, religion, sex, sexual orientation, gender identity or expression, national origin, veteran status, disability or genetic information.

Policy on Discrimination and Harassment

Washington University is committed to having a positive learning and working environment for its students, faculty and staff. University policy prohibits discrimination on the basis of race, color, age, religion, sex, sexual orientation, gender identity or expression, national origin, veteran status, disability or genetic information. Harassment based on any of these classifications is a form of discrimination; it violates university policy and will not be tolerated. In some circumstances, such discriminatory harassment may also violate federal, state or local law. A copy of the Policy on Discrimination and Harassment (<http://hr.wustl.edu/policies/Pages/DiscriminationAndHarassment.aspx>) is available on the Human Resources website.

Sexual Harassment

Sexual harassment is a form of discrimination that violates university policy and will not be tolerated. It is also illegal under state and federal law. Title IX of the Education Amendments of 1972 prohibits discrimination based on sex (including sexual harassment and sexual violence) in the university's educational programs and activities. Title IX also prohibits retaliation for asserting claims of sex discrimination. The university has designated the Title IX Coordinator identified below to coordinate its compliance with and response to inquiries concerning Title IX.

For more information or to report a violation under the Policy on Discrimination and Harassment, please contact the following individuals:

Discrimination and Harassment Response Coordinator

Apryle Cotton, Assistant Vice Chancellor for Human Resources
Section 504 Coordinator
Phone: 314-362-6774
apryle.cotton@wustl.edu

Title IX Coordinator

Jessica Kennedy, Director of Title IX Office
Title IX Coordinator
Phone: 314-935-3118
jwkennedy@wustl.edu

You may also submit inquiries or a complaint regarding civil rights to the United States Department of Education's Office of Civil Rights at 400 Maryland Avenue, SW, Washington, DC 20202-1100; by visiting the U.S. Department of Education website (<https://www.ed.gov>); or by calling 800-421-3481.

Student Health

Drug and Alcohol Policy

Washington University is committed to maintaining a safe and healthy environment for members of the university community by promoting a drug-free environment as well as one free of the abuse of alcohol. Violations of the Washington University Drug and Alcohol Policy (<http://hr.wustl.edu/policies/Pages/DrugandAlcoholPolicy.aspx>) or Alcohol Service Policy (<http://pages.wustl.edu/prograds/alcohol-service-policy>) will be handled according to existing policies and procedures concerning the conduct of faculty, staff and students. This policy is adopted in accordance with the Drug-Free Workplace Act and the Drug-Free Schools and Communities Act.

Tobacco-Free Policy

Washington University is committed to providing a healthy, comfortable and productive work and learning environment for all students, faculty and staff. Research shows that tobacco use in general, including smoking and breathing secondhand smoke, constitutes a significant health hazard. The university strictly prohibits all smoking and other uses of tobacco products within all university buildings and on university property, at all times. A copy of our complete tobacco-free policy (<http://hr.wustl.edu/policies/Pages/tobaccofreepolicy.aspx>) is available on the Human Resources website.

Medical Examinations

Entering students must provide medical information to the Habif Health and Wellness Center. This will include completion of a health history and a record of all current immunizations. The university strongly recommends appropriate vaccination for meningococcal disease.

If students fail to comply with these requirements prior to registration, they will be required to obtain vaccinations for measles, mumps and rubella at the Habif Health and Wellness Center, if there is no evidence of immunity. They will be assessed the cost of the vaccinations. Students will be unable to complete registration for classes until all health requirements have been satisfied.

If students are unimmunized, they may be barred from classes and from all university facilities, including housing units, if in the judgment of the university their continued presence would pose a health risk to themselves or to the university community.

Medical and immunization information is to be given via the Habif Health and Wellness Center (<http://shs.wustl.edu>) website. All students who have completed the registration process should access the website and create a student profile by using their WUSTL Key. Creating a student profile enables a student to securely access the medical history form. Students should fill out the form and follow the instructions for transmitting it to the

Habif Health and Wellness Center. Student information is treated securely and confidentially.

Student Conduct

The Student Conduct Code sets forth community standards and expectations for Washington University students. These community standards and expectations are intended to foster an environment conducive to learning and inquiry. Freedom of thought and expression is essential to the university's academic mission.

Disciplinary proceedings are meant to be informal, fair and expeditious. Charges of non-serious misconduct are generally heard by the student conduct officer. With limited exceptions, serious or repeated allegations are heard by the campuswide Student Conduct Board or the University Sexual Assault Investigation Board where applicable.

Complaints against students that include allegations of sexual assault or certain complaints that include allegations of sexual harassment in violation of the Student Conduct Code are governed by the procedures found in the University Sexual Assault Investigation Board Policy (<https://wustl.edu/about/compliance-policies/governance/usaib-procedures-complaints-sexual-assault-filed-students>), which is available online or in hard copy from the Title IX coordinator or the director of Student Conduct and Community Standards.

Students may be accountable to both governmental authorities and to the university for acts that constitute violations of law and the Student Conduct Code.

For a complete copy of the Student Conduct Code (<https://wustl.edu/about/compliance-policies/academic-policies/university-student-judicial-code>), visit the university website.

Undergraduate Student Academic Integrity Policy

Effective learning, teaching and research all depend upon the ability of members of the academic community to trust one another and to trust the integrity of work that is submitted for academic credit or conducted in the wider arena of scholarly research. Such an atmosphere of mutual trust fosters the free exchange of ideas and enables all members of the community to achieve their highest potential.

In all academic work, the ideas and contributions of others must be appropriately acknowledged, and work that is presented as original must be, in fact, original. Faculty, students and administrative staff all share the responsibility of ensuring the honesty and fairness of the intellectual environment at Washington University.

Scope and Purpose

This statement on academic integrity applies to all undergraduate students at Washington University. Graduate

students are governed by policies in each graduate school or division. All students are expected to adhere to the highest standards of behavior. The purpose of the statement is twofold:

1. To clarify the university's expectations with regard to undergraduate students' academic behavior; and
2. To provide specific examples of dishonest conduct. The examples are only illustrative, *not* exhaustive.

Violations of This Policy Include but Are Not Limited to the Following:

1. Plagiarism

Plagiarism consists of taking someone else's ideas, words or other types of work product and presenting them as one's own. To avoid plagiarism, students are expected to be attentive to proper methods of documentation and acknowledgment. To avoid even the suspicion of plagiarism, a student must always do the following:

- Enclose every quotation in quotation marks and acknowledge its source.
- Cite the source of every summary, paraphrase, abstraction or adaptation of material originally prepared by another person and any factual data that is not considered common knowledge. Include the name of author, title of work, publication information and page reference.
- Acknowledge material obtained from lectures, interviews or other oral communication by citing the source (i.e., the name of the speaker, the occasion, the place and the date).
- Cite material from the internet as if it were from a traditionally published source. Follow the citation style or requirements of the instructor for whom the work is produced.

2. Cheating on an Examination

A student must not receive or provide any unauthorized assistance on an examination. During an examination, a student may use only materials authorized by the faculty.

3. Copying or Collaborating on Assignments Without Permission

When a student submits work with their name on it, this is a written statement that credit for the work belongs to that student alone. If the work was a product of collaboration, each student is expected to clearly acknowledge in writing all persons who contributed to its completion.

Unless the instructor explicitly states otherwise, it is dishonest to collaborate with others when completing any assignment or test, performing laboratory experiments, writing and/or documenting computer programs, writing papers or reports, or completing problem sets.

If the instructor allows group work in some circumstances but not others, it is the student's responsibility to understand the degree of acceptable collaboration for each assignment and to ask for clarification, if necessary.

To avoid cheating or unauthorized collaboration, a student should never do any of the following:

- Use, copy or paraphrase the results of another person's work and represent that work as one's own, regardless of the circumstances.
- Refer to, study from or copy archival files (e.g., old tests, homework, solutions manuals, backfiles) that were not approved by the instructor.
- Copy another's work or permit another student to copy one's work.
- Submit work as a collaborative effort if they did not contribute a fair share of the effort.

4. Fabrication or Falsification of Data or Records

It is dishonest to fabricate or falsify data in laboratory experiments, research papers or reports or in any other circumstances; to fabricate source material in a bibliography or "works cited" list; or to provide false information on a résumé or other document in connection with academic efforts. It is also dishonest to take data developed by someone else and present them as one's own.

Examples of falsification include the following:

- Altering information on any exam, problem set or class assignment being submitted for a re-grade.
- Altering, omitting or inventing laboratory data to submit as one's own findings. This includes copying laboratory data from another student to present as one's own; modifying data in a write-up; and providing data to another student to submit as one's own.

5. Other Forms of Deceit, Dishonesty or Inappropriate Conduct

Under no circumstances is it acceptable for a student to do any of the following:

- Submit the same work, or essentially the same work, for more than one course without explicitly obtaining permission from all instructors. A student must disclose when a paper or project builds on work completed earlier in their academic career.
- Request an academic benefit based on false information or deception. This includes requesting an extension of time, a better grade or a recommendation from an instructor.
- Make any changes (including adding material or erasing material) on any test paper, problem set or class assignment being submitted for a re-grade.
- Willfully damage the efforts or work of other students.
- Steal, deface or damage academic facilities or materials.

- Collaborate with other students planning or engaging in any form of academic misconduct.
- Submit any academic work under someone else's name other than one's own. This includes but is not limited to sitting for another person's exam; both parties will be held responsible.
- Engage in any other form of academic misconduct not covered here.

This list is not intended to be exhaustive. To seek clarification, students should ask the professor or the assistant in instruction for guidance.

Reporting Misconduct

Faculty Responsibility

Faculty and instructors are strongly encouraged to report incidents of student academic misconduct to the academic integrity officer in their school or college in a timely manner so that the incident may be handled fairly and consistently across schools and departments. Assistants in instruction are expected to report instances of student misconduct to their supervising instructors. Faculty members are expected to respond to student concerns about academic dishonesty in their courses.

Student Responsibility

If a student observes others violating this policy, the student is strongly encouraged to report the misconduct to the instructor, to seek advice from the academic integrity officer of the school or college that offers the course in question, or to address the student(s) directly.

Exam Proctor Responsibility

Exam proctors are expected to report incidents of suspected student misconduct to the course instructor and/or the Disability Resource Center, if applicable.

Procedure

Jurisdiction

This policy covers all undergraduate students, regardless of their college of enrollment. Cases will be heard by school-specific committees according to the school in which the class is listed rather than the school in which the student is enrolled. All violations and sanctions will be reported to the student's college of enrollment.

Administrative Procedures

Individual undergraduate colleges and schools may design specific procedures to resolve allegations of academic misconduct by students in courses offered by that school, so long as the procedures are consistent with this policy and with the Student Conduct Code.

Student Rights and Responsibilities in a Hearing

A student accused of an academic integrity violation — whether by a professor, an assistant in instruction, an academic integrity officer or another student — is entitled to do the following:

- Review the written evidence in support of the charge
- Ask any questions
- Offer an explanation as to what occurred
- Present any material that would cast doubt on the correctness of the charge
- Receive a determination of the validity of the charge without reference to any past record of misconduct

When responding to a charge of academic misconduct, a student may do the following:

- Deny the charges and request a hearing in front of the appropriate academic integrity officer or committee
- Admit the charges and request a hearing to determine sanction(s)
- Admit the charges and accept the imposition of sanctions without a hearing
- Request a leave of absence from the university (however, the academic integrity matter must be resolved prior to re-enrollment)
- Request to withdraw permanently from the university with a transcript notation that there is an unresolved academic integrity matter pending

A student has the following responsibilities with regard to resolving the charge of academic misconduct:

- Admit or deny the charge. This will determine the course of action to be pursued.
- Provide truthful information regarding the charges. It is a Student Conduct Code violation to provide false information to the university or anyone acting on its behalf.

Sanctions

If Found *Not* in Violation of the Academic Integrity Policy

If the charges of academic misconduct are not proven, no record of the allegation will appear on the student's transcript.

If Found in Violation of the Academic Integrity Policy

If, after a hearing, a student is found to have acted dishonestly or if a student has admitted to the charges prior to a hearing, the school's academic integrity officer or committee may impose sanctions, including but not limited to the following:

- Issue a formal written reprimand
- Impose educational sanctions, such as completing a workshop on plagiarism or academic ethics
- Recommend to the instructor that the student fail the assignment (a given grade is ultimately the prerogative of the instructor)
- Recommend to the instructor that the student fail the course
- Recommend to the instructor that the student receive a course grade penalty less severe than failure of the course
- Place the student on disciplinary probation for a specified period of time or until defined conditions are met. The probation will be noted on the student's transcript and internal record while it is in force.
- In cases serious enough to warrant suspension or expulsion from the university, refer the matter to the Student Conduct Board for consideration.

Additional educational sanctions may be imposed. This list is not intended to be exhaustive.

Withdrawing from the course will not prevent the academic integrity officer or hearing panel from adjudicating the case, imposing sanctions or recommending grade penalties, including a failing grade in the course.

A copy of the sanction letter will be placed in the student's academic file.

Appeals

If a student believes the academic integrity officer or the committee did not conduct a fair hearing or if a student believes the sanction imposed for misconduct is excessive, they may appeal to the Student Conduct Board within 14 days of the original decision. Appeals are governed by Section VII C of the Student Conduct Code.

Records

Administrative Record-Keeping Responsibilities

It is the responsibility of the academic integrity officer in each school to keep accurate, confidential records concerning academic integrity violations. When a student has been found to have acted dishonestly, a letter summarizing the allegation, the outcome and the sanction shall be placed in the student's official file in the office of the school or college in which the student is enrolled.

In addition, each school's academic integrity officer shall make a report of the outcome of every formal accusation of student academic misconduct to the director of Student Conduct and Community Standards, who shall maintain a record of each incident.

Multiple Offenses

When a student is formally accused of academic misconduct and a hearing is to be held by an academic integrity officer, a committee, or the Office of Student Conduct and Community Standards, the person in charge of administering the hearing shall query the Office of Student Conduct and Community Standards about the student(s) accused of misconduct. The director shall provide any information in the records concerning that student to the integrity officer. Such information will be used in determining sanctions *only* if the student is found to have acted dishonestly in the present case. Evidence of past misconduct may not be used to resolve the issue of whether a student has acted dishonestly in a subsequent case.

Reports to Faculty and Student Body

School and college academic integrity officers are encouraged to make periodic (at least annual) reports to the students and faculty of their school concerning accusations of academic misconduct and the outcomes, without disclosing specific information that would allow identification of the student(s) involved.

Graduate Student Academic Integrity Policies

For graduate student academic integrity policies, please refer to each individual graduate school.

Statement of Intent to Graduate

Students are required to file an Intent to Graduate at WebSTAC (<https://acadinfo.wustl.edu>) prior to the semester in which they intend to graduate. Additional information is available in the dean's offices of each school and in the Office of the University Registrar (<http://registrar.wustl.edu>).

Student Academic Records and Transcripts

The Family Educational Rights and Privacy Act of 1974 (FERPA) — Title 20 of the United States Code, Section 1232g, as amended — provides current and former students of the university with specific rights of access to and control over their student record information. In compliance with the statute, appropriate federal regulations, and guidelines recommended by the American Association of Collegiate Registrars and Admissions Officers, the university has adopted procedures that implement these rights.

A copy of the university policies regarding educational records and the release of student record information is available from the Office of the University Registrar (<http://registrar.wustl.edu>) and the university website (<https://wustl.edu>).

Transcript requests for Danforth Campus students may be submitted to the Office of the University Registrar through WebSTAC. The School of Medicine registrar (<http://>

registrar.med.wustl.edu/services/transcripts-and-certification) accepts requests for transcripts and certification records for students and alumni of Audiology and Communication Sciences, Biomedical Informatics, Biostatistics, Clinical Investigation, Genetic Epidemiology, Health Administration, Health Behavior Research, Nurse Anesthesia, Occupational Therapy, Pediatric Nurse Practitioner, Physical Therapy, Population Health Sciences, Psychiatric Epidemiology, the School of Dentistry and the School of Medicine. Instructions and additional information are available on the University Registrar website (<http://registrar.wustl.edu>).

University Affiliations

Washington University is accredited by the Higher Learning Commission (<https://www.hlcommission.org>) (800-621-7440). Washington University is a member of the American Academy of Arts & Sciences, American Association of University Women (AAUW), American Council of Learned Societies (ACLS), American Council on Education (ACE), Association of American Colleges & Universities (AACU), Association of American Universities (AAU), College Board, Council for Higher Education Accreditation (CHEA), Hispanic Association of Colleges & Universities (HACU), Independent Colleges and Universities of Missouri (ICUM), National Association of Independent Colleges and Universities (NAICU), National Council for State Authorization Reciprocity Agreements (NC-SARA), Oak Ridge Associated Universities (ORAU), and the University Research Association (URA).

The College of Arts & Sciences is a member of the American Association of Collegiate Registrars and Admissions Officers (AACRAO), International Center for Academic Integrity (ICAI), National Association of Fellowship Advisors (NAFA), National Association of Advisors for Health Professions (NAAHP), and the Midwest Associate of Pre-Law Advisors (MAPLA).

The College of Architecture was one of the eight founding members of the Association of Collegiate Schools of Architecture (ACSA) in 1912.

The Graduate School is a founding member of both the Association of Graduate Schools and the Council of Graduate Schools.

The Graduate School of Architecture & Urban Design's Master of Architecture degree is accredited by the National Architectural Accreditation Board (NAAB), and its Master of Landscape Architecture degree is accredited by the Landscape Architecture Accrediting Board (LLAB).

The Sam Fox School of Design & Visual Arts is a founding member of and accredited by the National Association of Schools of Art and Design (NASAD).

The Olin Business School is a charter member (1921) of the Association to Advance Collegiate Schools of Business International (AACSB).

In McKelvey School of Engineering, many of the professional degrees are accredited by the Engineering Accreditation Commission of ABET (<http://abet.org>).

University College is a member of the University Professional and Continuing Education Association, the North American Association of Summer Sessions, the Association of University Summer Sessions, and the Center for Academic Integrity. Business-related programs in University College are not accredited by the Association to Advance Collegiate Schools of Business (AACSB International).

The School of Law is accredited by the American Bar Association. The School of Law is a member of the Association of American Law Schools, the American Society of Comparative Law, the Clinical Legal Education Association, the Southeastern Association of Law Schools, the Central Law Schools Association, the Mid-America Law Library Consortium, the American Association of Law Libraries, and the American Society of International Law.

The School of Medicine is a member of the Liaison Committee on Medical Education.

The Brown School at Washington University is accredited by the Council on Social Work Education and the Council on Education for Public Health.

The University Libraries are a member of the Association of Research Libraries.

The Mildred Lane Kemper Art Museum is nationally accredited by the American Alliance of Museums.

Olin Business School

About Olin Business School

At Washington University's Olin Business School, students learn to look beyond the bottom line and make thoughtful decisions that benefit business and society. Our global-mindedness — coupled with a values-based, data-driven approach to decision making — prepares students to tackle the greatest challenges of our day and to change the world, for good.

As a leading research-oriented business school, Olin has a network of partners on campus, in the St. Louis community and around the world. Students are able to apply what they've learned in the classroom to real-world situations through experiential learning opportunities that include student consulting, internships, case competitions and study abroad programs, among others. Students also develop an entrepreneurial mindset that allows them to act nimbly and quickly in the constantly changing business landscape.

Olin is a welcoming community that allows for a deeper level of interaction, participation and program customization. Students can rely on support from faculty, staff and their peers while feeling accomplished in the rigorous course work.

Special Opportunities

Center for Experiential Learning

The Center for Experiential Learning (CEL) is an educational center at Olin Business School. The CEL facilitates real-world experiential learning opportunities for students via live consulting engagements. Each year, the CEL oversees 100+ student-driven projects with more than 500 Washington University students under the auspices of dozens of expert advisers and faculty. The CEL's partners include startups, nonprofits, multinational enterprises, and NGOs in St. Louis, across the country and around the globe. Visit the Center for Experiential Learning (<http://www.olin.wustl.edu/cel/Pages/default.aspx>) website for more information.

Entrepreneurship

Olin Business School fosters an entrepreneurial spirit in students, encouraging them to pioneer innovation that opens the door to positive, sustainable progress. The Hatchery, a business consulting course, is an example of this, as are the consulting services for entrepreneurs through Center for Experiential Learning programs including the Metrics Clinic, CELECT entrepreneurial consulting, and Olin's International Impact Initiative, which works with NGOs in developing markets around the globe. In addition, there are many universitywide resources, including the Skandalaris Center for Interdisciplinary Innovation and Entrepreneurship. Learn more about entrepreneurship opportunities (<http://www.olin.wustl.edu/EN-US/academic->

[programs/bs-business-administration/academics/Pages/entrepreneurship.aspx](http://www.olin.wustl.edu/EN-US/academic-entrepreneurship.aspx)) on the BSBA website.

Weston Career Center

To provide students with personalized career planning and job search services, Olin Business School operates its own career center in Knight and Bauer Halls. The Weston Career Center (WCC) delivers a variety of career management programs and services to Olin undergraduate and graduate students. Each student works one-on-one with a dedicated career coach throughout their time at Olin. In addition, students have access to industry specialists who provide insight and direction on specific industries. Other WCC career support includes workshops and professional development seminars, company information sessions, mock interviews, self-assessments, written and spoken communication coaching, résumé and cover letter writing and networking — in other words, all of the tools needed for an effective job search.

On-campus interviews take place in the Bauer Hall Interview Suite or the Danforth University Center throughout the academic year. Business students are encouraged to meet with the WCC's staff early in the school year to discuss their career and professional goals. For more information, visit the Weston Career Center website (<http://olincareers.wustl.edu/EN-US/Pages/default.aspx>), or contact the WCC by phone at 314-935-5950 or by email at wcc@olin.wustl.edu.

Phone: 314-935-4464
Email: OlinGradAdmissions@wustl.edu
Website: <https://olin.wustl.edu>

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PhD, University of Minnesota

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J. George Robinson
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Robert L. Virgil Jr.
Dean Emeritus of the John M. Olin Business School and Professor Emeritus of Accounting

John E. Walsh Jr.
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Degrees Offered

Graduate Master's Programs

- Master of Business Administration (MBA) (Full-Time) (p. 22)
- Professional MBA (Part-Time) (p. 23)

Specialized Master's Programs

- Master of Accounting (MACC) (p. 24)
- Master of Science in Supply Chain Management (MSSCM) (p. 24)
- Master of Science in Business Analytics (MSA) (p. 24)
- Finance options:
 - Master of Science in Finance - Quantitative (MSFQ) (p. 25)
 - Master of Science in Finance - Corporate Finance (MSFC) (p. 26)
 - Master of Science in Finance - Wealth and Asset Management (MSFWAM) (p. 26)
 - Global Master of Finance (GMF) (p. 27)

Executive Programs

- Executive MBA (p. 39)
- Executive MBA Shanghai (p. 41)
- Executive MBA Mumbai (p. 43)

Doctoral Programs

- Doctor of Philosophy (PhD) in Business (p. 46)
- Doctor of Business Administration (DBA) (p. 46)

Graduate Master's Degrees

There are several different ways to earn a master's degree at Washington University:

- There are a number of business disciplines that admit students to pursue a master's degree. Most of these are daytime programs for full-time students, but some are designed primarily for part-time students and offer their classes on weekends or during the evening.
- Students can pursue a dual degree by combining an MBA with one of Olin's specialized master's programs, or they may obtain a joint degree in combination with select graduate programs in Arts & Sciences.
- Undergraduate students may apply for the accelerated 3-2 program. Students apply for this program during their junior year of study in their undergraduate program, and their remaining two years are spent completing the MBA and any undergraduate requirements. This option is described in the Full-Time MBA section (p. 22) of this *Bulletin*.
- During their junior year, undergraduate students can also apply to one of the specialized master's programs and then complete their undergraduate degrees and master's degrees in an accelerated time frame.

Graduate Master's Programs

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Master of Business Administration (MBA) (Full-Time)

Website: <https://olin.wustl.edu/EN-US/academic-programs/full-time-MBA/>

Degree Requirements

The Master of Business Administration degree requires the completion of 67 credit hours through a combination of required and elective courses. This allows students to shape their MBA curriculum to align with their personal and professional goals. Students can select classes that will hone their skills and start them on paths to becoming experts in their fields.

The Full-Time MBA kicks off with a six-week global immersion in Washington, D.C., Barcelona and Shanghai. After students return to St. Louis at the end of the summer semester, they will continue their program with course work in operations, economics, accounting, marketing and strategy.

Students pursuing the Full-Time MBA program will have the option to accelerate their program to finish in one year. They will also have the option to complete a dual-degree program with an Olin Specialized Master's Program in a span of five semesters.

Please explore the curriculum (p. 23) for this program and download the MBA course descriptions (PDF) (<https://olin.wustl.edu/docs/MBA/MBAdescrip.pdf>) for more information.

Pre-Program

In the months leading up to the start of the program, students have the opportunity to jump-start their learning by completing several optional online preparatory courses available through our partnership with Lynda.com (<http://www.lynda.com>).

An optional two-week, non-credit-bearing, on-campus **Competitive Communication Skills** course for non-native English speakers is also offered just prior to the start of the GO! Program. Our website for new students provides useful information and tips to help students prepare for their programs and their career development.

GO! Orientation Program

Through the GO! orientation program, students get to know all that is Olin and Washington University so that they can jump into the deep end of classes beginning on day one. It's about becoming one with our culture. This two-week program is designed to immerse students into core course work, career development, and team building with their classmates.

Curriculum

Required Courses

Course(s)	Units
Values-Based, Data-Driven Decision Making	2.5
Global Institutions and Values	2.5
Business Models in a Global Context	2.5
Implementing Strategy Through Global Operations	2.5
General Management Practice for International Business	2.5
Effective Communication for Business Leaders	1.5
Foundations of Impactful Teamwork	3
Introduction to Management & Strategy	2
Managerial Economics	3
Financial Accounting	2
Marketing Management	3
Financial Management	3
Operations Management	3
Strategic Cost Analysis	2
Data Analytics for Business Leaders	3
Leadership Development	1.5
Capstone	3

Professional Master of Business Administration (MBA) (Part-Time)

The Professional MBA (PMBA) degree program is a 54-credit hour program available for working professionals that is completed in the evenings or with special-format weekend classes. The expectation is that the student will complete 48 semester credits of course work in the PMBA curriculum with Olin graduate faculty. The additional credits (beyond the 48-credit minimum) may be taken with Olin faculty; alternatively, they may be transfer credits (a maximum of 9 credits from another ACCSB-accredited business program), or they may be approved graduate courses taken in other colleges of Washington University (a maximum of 6 credits). If the student is transferring the maximum of 9 credits, they will be expected to complete the remaining 45 semester credits of course work in the PMBA curriculum with Olin graduate faculty.

Candidates for the MBA degree must complete the prescribed courses for the degree within a seven-year period. Exceptions to

graduation requirements may be made in individual cases with approval of the Academic Review Committee. Every candidate for a degree must indicate their intent to graduate by filing an Intent to Graduate form via WebSTAC near the beginning of the semester in which the degree is to be conferred. All MBA graduates — whether full-time, part-time (PMBA) or executive (EMBA) — receive the same Washington University Olin MBA diploma upon completion of the program.

The PMBA consists of 27 core required credits and 27 elective credits. The first semester is reserved for required credits only; after the first semester, the student may add additional electives (assuming they have met the prerequisites) to accelerate their degree. Since the PMBA is a part-time program, students must take fewer than 10 credits each semester to maintain their part-time status and part-time tuition charges. Exceptions may be requested for an occasional overload (10.5 credits) by contacting the academic advisor. PMBA students pay by the credit; full-time MBA students have a set tuition charge that remains the same whether they are taking 10 credits or 19.

The first four semesters of core courses are taught in a lockstep fashion. After the first four semesters, students may decide to speed up or slow down (while keeping in mind the seven-year time frame) to make maximum use of their company's reimbursement policy. Ours is a cohort approach that includes small groups within the cohort. Each entering cohort is given a number that will identify the group throughout the program. Within the cohort, students are assigned to four- or five-person teams. These teams will stay together throughout the first four semesters of the core courses. Students will form their own teams for any electives that they take.

Explore the curriculum (<https://olin.wustl.edu/EN-US/academic-programs/professional-mba/academics/Pages/curriculum.aspx>) for this program and download the PMBA course descriptions (PDF) (<https://olin.wustl.edu/docs/PMBA/pmba-course%20descriptions.pdf>) for more information.

GO! Orientation Program

Students begin the PMBA with a four-day immersion program that starts with an introduction and reception on a Thursday evening. Friday will include a discussion of the nuts and bolts of the program as well as two regular three-hour classes. On Saturday, students will have one three-hour class and a team-building exercise, and this is followed on Sunday by one additional class and the student's business professional photo session. Other than the final core class (the capstone), this will be the only time students are required to attend class on the weekend. There will be many electives available that may have a weekend component, but those are chosen by the student and not required.

Master of Accounting (MACC)

The Master of Accounting (MACC) degree requires 33 credit hours for completion. This includes 16.5 credit hours of core required courses, 9 credit hours of accounting electives and 7.5 credit hours of other electives. This flexibility provides students with the opportunity to learn about other areas of business while also honing in on their accounting skills. Areas of focus include auditing, taxes, ethical decision making in accounting, and business analysis using financial statements.

The MACC curriculum and course descriptions (PDF) (<https://olin.wustl.edu/docs/SMP/MACC-curriculum-course-descriptions.pdf>) can be accessed for more information.

Orientation Programs

All Specialized Master's Programs students kick off their degrees with a multipronged orientation program designed to prepare them for academic, personal and professional success.

Students will participate in Passport, Career Stamp, and SMP Start, and they will complete foundational courses during their first summer at Olin.

Students new to the United States and non-native English speakers begin with **Passport**, during which they will acclimate to the Olin Business School culture and become more polished business communicators with strengthened American cultural competency. Participants and their newly arrived peers will then participate in **Career Stamp**, which serves as a catalyst for students to help them get started in their career search and preparation processes. Finally, the entire cohort of students join together for **SMP Start**, which orients everyone to the ins and outs of Washington University. These programs are packed with opportunities to bond with your program cohort and to connect with your peers in all of the Specialized Master's Programs.

Throughout these programs, students will complete online foundational courses and in-person workshops to bolster their background and maximize their academic preparation before the start of their fall courses.

Master of Science in Supply Chain Management (MSSCM)

In Washington University's Master of Science in Supply Chain Management (MSSCM), students develop the skills and judgment required to manage the production and delivery of a firm's products and services, which is a critical aspect of business in today's challenging economic environment.

The MSSCM is a 36-credit program with a STEM designation for its focus on science, technology, engineering, and mathematics throughout the curriculum, which provides students with a current and innovative approach to data. Students typically complete the program in three semesters, beginning in the fall

and then graduating in December of their second year. Students may complete the program in an accelerated, two-semester format as well.

Please visit the Olin website for more information about the MSSCM curriculum and course descriptions (PDF) (<https://olin.wustl.edu/docs/SMP/MSSCM-curriculum-course-descriptions.pdf>).

Students apply the skills they learn in the classroom to real-world projects for corporate partners of Olin's Boeing Center for Supply Chain Innovation. These partners represent a wide range of organizations and industries, and projects tackle technology, information and operations challenges.

Orientation Programs

All Specialized Master's Programs students kick off their degrees with a multipronged orientation program designed to prepare them for academic, personal and professional success.

Students will participate in Passport, Career Stamp, and SMP Start, and they will complete foundational courses during their first summer at Olin.

Students new to the United States and non-native English speakers begin with **Passport**, during which they will acclimate to the Olin Business School culture and become more polished business communicators with strengthened American cultural competency. Participants and their newly arrived peers will then participate in **Career Stamp**, which serves as a catalyst for students to help them get started in their career search and preparation processes. Finally, the entire cohort of students join together for **SMP Start**, which orients everyone to the ins and outs of Washington University. These programs are packed with opportunities to bond with your program cohort and to connect with your peers in all of the Specialized Master's Programs.

Throughout these programs, students will complete online foundational courses and in-person workshops to bolster their background and maximize their academic preparation before the start of their fall courses.

Master of Science in Business Analytics (MSA)

The Master of Science in Business Analytics (MSA) degree requires the completion of 39 credit hours of courses, with 18 hours of common core credits that build students' analytics knowledge. The core courses focus on skills and tools such as SQL, Python, Tableau, R programming, text mining, big data and cloud computing.

Areas of Focus

Students can choose one of five tracks to focus on a specific business area of data analytics:

- Customer analytics (MSCA)
- Financial technology (fintech) analytics (MSFTA)
- Supply chain analytics (MSSCA)
- Healthcare analytics (MSHA)
- Accounting analytics (MSAA)

Master of Science in Customer Analytics (MSCA)

The MSCA program requires 39 total credit hours, including 18 common core credits, 16.5 customer analytics required credits, and 4.5 elective credits. Areas of focus include marketing research, marketing management, digital marketing, and data analysis for brand management. The MSCA curriculum and course descriptions (PDF) (<https://olin.wustl.edu/docs/SMP/MSCA-curriculum-course-descriptions.pdf>) are available on the Olin website.

Master of Science in Financial Technology Analytics (MSFTA)

The MSFTA program requires 39 total credit hours, including 18 common core credits, 18 fintech required credits, and 3 elective credits. Areas of focus include financial management, advanced corporate finance, investment theory, methods and practice of financial technology, and a seminar in financial technology. The MSFTA curriculum and course descriptions (PDF) (<https://olin.wustl.edu/docs/SMP/MSFTA-curriculum-course-descriptions.pdf>) are available on the Olin website.

Master of Science in Supply Chain Analytics (MSSCA)

The MSSCA program requires 39 total credit hours, including 18 common core credits, 18 supply chain required credits, and 3 elective credits. Areas of focus include operations management, stochastic models, revenue management, and supply chain finance. The MSSCA curriculum and course descriptions (PDF) (<https://olin.wustl.edu/docs/SMP/MSSCA-curriculum-course-descriptions.pdf>) are available on the Olin website.

Master of Science in Healthcare Analytics (MSHA)

The MSHA program requires 39 total credit hours, including 18 common core credits, 15 healthcare required credits, and 6 elective credits. Areas of focus include research in healthcare management, health economics and policy, healthcare management, and the business and practice of medicine. The MSHA curriculum and course descriptions (PDF) (<https://olin.wustl.edu/docs/SMP/MSHA-curriculum-course-descriptions.pdf>) are available on the Olin website.

Master of Science in Accounting Analytics (MSAA)

The MSAA requires 39 total credit hours, including 18 common core credits, 13.5 accounting analytics required credits, and 7.5 elective credits. Areas of focus include strategic cost analysis, financial reporting and assurance in a blockchain world, accounting policy and research, and ethical decision making in accounting. The MSAA curriculum and course descriptions (PDF) (<https://olin.wustl.edu/docs/SMP/MSAA-curriculum-course-descriptions.pdf>) are available on the Olin website.

Orientation Programs

All Specialized Master's Programs students kick off their degrees with a multipronged orientation program designed to prepare them for academic, personal and professional success.

Students will participate in Passport, Career Stamp, and SMP Start, and they will complete foundational courses during their first summer at Olin.

Students new to the United States and non-native English speakers begin with **Passport**, during which they will acclimate to the Olin Business School culture and become more polished business communicators with strengthened American cultural competency. Participants and their newly arrived peers will then participate in **Career Stamp**, which serves as a catalyst for students to help them get started in their career search and preparation processes. Finally, the entire cohort of students join together for **SMP Start**, which orients everyone to the ins and outs of Washington University. These programs are packed with opportunities to bond with your program cohort and to connect with your peers in all of the Specialized Master's Programs.

Throughout these programs, students will complete online foundational courses and in-person workshops to bolster their background and maximize their academic preparation before the start of their fall courses.

Master of Science in Finance - Quantitative (MSFQ)

Olin Business School's three-semester MS in Quantitative Finance (MSFQ) track is a powerful combination of mathematical skills and a strategic understanding of business decision making. Designed for students with a strong math background, the technical curriculum is ideal if the student's career goals include working in financial services or related industries. Our quantitative finance track holds a STEM (Science, Technology, Engineering and Mathematics) designation for its focus on advanced quantitative skills throughout the curriculum, which provides students with a current and innovative approach to finance.

The MSFQ curriculum (PDF) (<https://olin.wustl.edu/docs/SMP/MSFQ-curriculum-course-descriptions.pdf>) includes 39 credits: 30 required credits and 9 elective credits.

Orientation Programs

All Specialized Master's Programs students kick off their degrees with a multipronged orientation program designed to prepare them for academic, personal and professional success.

Students will participate in Passport, Career Stamp, and SMP Start, and they will complete foundational courses during their first summer at Olin.

Students new to the United States and non-native English speakers begin with **Passport**, during which they will acclimate to the Olin Business School culture and become more polished business communicators with strengthened American cultural competency. Participants and their newly arrived peers will then participate in **Career Stamp**, which serves as a catalyst for students to help them get started in their career search and preparation processes. Finally, the entire cohort of students join together for **SMP Start**, which orients everyone to the ins and outs of Washington University. These programs are packed with opportunities to bond with your program cohort and to connect with your peers in all of the Specialized Master's Programs.

Throughout these programs, students will complete online foundational courses and in-person workshops to bolster their background and maximize their academic preparation before the start of their fall courses.

Master of Science in Finance - Corporate Finance (MSFC)

Olin Business School's two-semester Corporate Finance and Investments track (MSFC) is rigorous and comprehensive, offering in-depth training in securities research, capital raising, derivative pricing and fixed income. Practicum projects in partnership with financial and non-financial firms are built into the curriculum, so all MSFC students have the opportunity to gain hands-on experience with real-world clients.

The MSFC curriculum (PDF) (<https://olin.wustl.edu/docs/SMP/MSFC-curriculum-course-descriptions.pdf>) includes 30.5 credits: 20 required credits and 10.5 elective credits.

Orientation Programs

All Specialized Master's Programs students kick off their degrees with a multipronged orientation program designed to prepare them for academic, personal and professional success.

Students will participate in Passport, Career Stamp, and SMP Start, and they will complete foundational courses during their first summer at Olin.

Students new to the United States and non-native English speakers begin with **Passport**, during which they will acclimate to the Olin Business School culture and become more polished business communicators with strengthened American cultural competency. Participants and their newly arrived peers will then participate in **Career Stamp**, which serves as a catalyst for students to help them get started in their career search and preparation processes. Finally, the entire cohort of students join together for **SMP Start**, which orients everyone to the ins and outs of Washington University. These programs are packed with opportunities to bond with your program cohort and to connect with your peers in all of the Specialized Master's Programs.

Throughout these programs, students will complete online foundational courses and in-person workshops to bolster their background and maximize their academic preparation before the start of their fall courses.

Master of Science in Finance - Wealth and Asset Management (MSFWAM)

Olin Business School's two-semester Wealth & Asset Management track (MSFWAM) is designed to prepare students for the growing wealth management industry so that they may advise individuals, institutions and firms. Consulting practicums are built into the curriculum, so all MSFWAM students have the opportunity to work with financial firms related to wealth and asset management.

The MSFWAM curriculum (PDF) (<https://olin.wustl.edu/docs/SMP/MSFWAM-curriculum-course-descriptions.pdf>) includes 30.5 credits: 23 required credits and 7.5 elective credits.

Orientation Programs

All Specialized Master's Programs students kick off their degrees with a multipronged orientation program designed to prepare them for academic, personal and professional success.

Students will participate in Passport, Career Stamp, and SMP Start, and they will complete foundational courses during their first summer at Olin.

Students new to the United States and non-native English speakers begin with **Passport**, during which they will acclimate to the Olin Business School culture and become more polished business communicators with strengthened American cultural competency. Participants and their newly arrived peers will then participate in **Career Stamp**, which serves as a catalyst for students to help them get started in their career search and preparation processes. Finally, the entire cohort of students join together for **SMP Start**, which orients everyone to the ins and outs of Washington University. These programs are packed with opportunities to bond with your program cohort

and to connect with your peers in all of the Specialized Master's Programs.

Throughout these programs, students will complete online foundational courses and in-person workshops to bolster their background and maximize their academic preparation before the start of their fall courses.

Global Master of Finance (GMF)

To meet the demand for next-generation financial expertise, Olin Business School has partnered with five leading universities around the world. The collaboration creates a singular educational paradigm: the Global Master of Finance (GMF) program for high-reaching students. All graduates receive a Master of Science in Finance (MSF) degree from Olin Business School, and complementary curricula and certifications vary by partner institution. A highlight of the program is two one-week immersion courses in Washington, D.C., and New York.

- Singapore Management University partnership curriculum
- Yonsei University (South Korea) partnership curriculum
- Interdisciplinary Center Herzliya (Israel) partnership curriculum
- Universitat Pompeu Fabra (Spain) partnership curriculum
- WHU Otto Beisheim School of Management (Germany) partnership curriculum (<https://olin.wustl.edu/EN-US/academic-programs/specialized-masters-programs/MSFDD/partners/WHU/Pages/curriculum.aspx>)

Admissions

Eligibility

Washington University encourages and gives full consideration to all applicants for admission and financial aid without regard to race, color, age, religion, sex, sexual orientation, gender identity or expression, national origin, veteran status, disability or genetic information.

The Olin Business School is invested in recruiting, enrolling, retaining and graduating students from diverse backgrounds. Applications for admission by students from diverse backgrounds to any of our degree programs are encouraged and welcomed. To the greatest extent possible, students with disabilities are integrated into the student population as equal members.

To be considered for admission into a graduate degree program, applicants must hold a bachelor's degree from an accredited institution prior to starting the graduate program.

Application Process

Our application process requires the submission of a complete online application. A complete application includes the following:

- A one-page resume
- Essays

- A career plan statement
- Standardized test scores
- Academic transcripts
- One professional recommendation

Policies

MBA Policies

Academic Probation/Suspension

The following standards apply to students who start the MBA program in August 2016 or later: The cumulative academic performance of a student is evaluated at the end of each semester to determine continuation eligibility. All attempted and completed course work will be reviewed. When a student's cumulative performance meets one of the following conditions, their record will be brought to the Academic Review Committee for review. If the student remains enrolled, their record will continue to be reviewed at the end of each term.

1. Two or more No Pass (NP) grades are earned **or**
2. Three or more Low Pass (LP) grades are earned **or**
3. The combination of No Pass (NP) and Low Pass (LP) grades meets or exceeds three grades or 6 credit hours.

Grades

- HP (High Pass): Up to top 20% of any section/course
- P (Pass): Satisfactory performance
- LP (Low Pass): Minimum level of acceptable performance
- NP (No Pass): If a required course, course must be repeated

Additional Grades

An "I" (for incomplete work) may be given to a student when extenuating circumstances preclude the satisfactory completion of course work during the semester in which a particular course is taken. With permission of the instructor, students have 60 days after the final exam in which to make up incomplete work. After 60 days, the grade is automatically changed to "NP." A grade of "L" indicates a successful audit. A grade of "Z" indicates an unsuccessful audit. A grade of "N" indicates that the professor has not yet turned in a grade. If the student feels that this is an error, they should first contact the professor for the course. If the professor is unable to provide an explanation for the unreported grade, the student should contact the MBA Registrar.

Grade Changes

A nondisciplinary grade may be changed only by the professor in whose course the grade was initially given. A faculty member may change a grade from an "N" or "I" to a pass/fail grade, provided that the work is made up within 60 days of the completion of the course. Exceptions to the 60-day limit must be discussed with the Director of MBA Student Affairs.

Professional/Academic Integrity

Olin Business School is a community of individuals with diverse backgrounds and interests who share certain fundamental goals. Primary among these goals is the creation and maintenance of an atmosphere conducive to the learning and personal growth of everyone in the community

Becoming a member of the Olin community is a privilege that brings certain responsibilities and expectations. The success of Olin in attaining its goals and maintaining its reputation of academic excellence depends on the willingness of its members, both collectively and individually, to meet their responsibilities. It is imperative that all individuals associated with Olin conduct themselves with the utmost integrity in all aspects of their life, both on and off campus.

Plagiarism and other forms of cheating will not be tolerated. Where a student has violated the integrity of the academic community, an instructor may recommend that the student be brought before the Academic Review Committee. Olin Business School's Code of Conduct (PDF) (<https://olin.wustl.edu/docs/SMPint/Integrity%20Matters%202018.pdf>) is available on the Olin website.

Course Waivers

Waivers are intended to allow students to avoid redundant study of subjects already mastered. They do not reduce the number of credits required to earn the degree.

No more than two required MBA core courses can be waived. The following courses may not be waived:

- MGT 5311 Intro to Management and Strategy
- MGT 5305 The Global Business Environment in the 21st Century
- MGT 560P Business Models in a Global Context
- MGT 560Q Implementing Strategy through Global Operations
- MGT 560R General Management Practice for International Business
- MGT 560T Effective Communication for Business Leaders
- MGT 560U Global Institutions and Values
- MGT 560V Values-Based/Data Driven Decision Making
- OB 500F Foundations for Impactful Teamwork
- OB 5621 Leadership Development

Transfer Credit

As many as 9 units of transfer credit may be accepted toward Olin MBA degree requirements, provided that the following have occurred:

- The credits were taken at the graduate level at another business school program accredited by the Association to Advance Collegiate Schools of Business (AACSB).
- It can be demonstrated (e.g., by course syllabi) that the course work taken is comparable in content (for required courses) or acceptable in quality (for elective courses) to Washington University courses.
- A grade of B or better was achieved in the course work for which transfer credit is requested.

Students seeking the acceptance of transfer credit should submit a transcript, applicable syllabi, and a statement requesting a review of the proposed course work to the MBA Registrar.

Curricular Practical Training (CPT)

CPT is work that is a part of a structured program offered in the curriculum. Examples of CPT at Olin include summer internships and internships during the final semesters of the program. Students must complete one academic year (both fall and spring semesters) before becoming eligible for CPT.

Credits earned for CPT courses will not be counted toward the total necessary for the completion of the MBA degree. Students interested in registering for CPT should contact the Office for International Students and Scholars (OISS) and the Sam Fox Registrar's Office.

Independent Study

Graduate students who wish to enroll in independent study must submit a petition and written proposal to their sponsoring faculty member and to the Graduate Programs Registrar for evaluation and approval by the Academic Review Committee. Approved proposals are due to the Olin registrar by the course add deadline for the semester. Proposals submitted to the registrar past the deadline will not be considered. Students must be in good academic standing to be approved for independent study.

Leave of Absence (LOA)

Students are generally granted an LOA for up to one calendar year. Leave requests for longer than one year may be granted in unusual circumstances.

Students permitted to take an LOA should contact the Graduate Programs Office as early as possible prior to the return semester. If returning during a fall semester, contact should be made by early April if possible (for online registration) but no later than early July. If returning during a spring semester, contact should be made no later than early November.

Students considering an LOA will ordinarily receive a tuition refund based on the last date of class attendance as follows:

Mini-Term Courses

Withdrawal Date	Refund
Within the first week of classes	100%
Within the second week of classes	75%
Within the third week of classes	50%
Within the fourth week of classes	25%
After the fourth week of classes	No refund or withdrawal

Semester Courses

Withdrawal Date	Refund
Within the first week of classes	100%
After the first week and before the end of the third week	75%
After the third week and before the end of the seventh week	50%
After the seventh week and before the end of the eighth week	25%
After the eighth week of classes	No refund or withdrawal

There is no refund after the eighth week of the semester except for health reasons. Such reasons must be verified by a physician, in which case the business school will make a prorated refund of tuition if notice of withdrawal is received before the end of the twelfth week of the semester.

The Assistant Dean for Graduate Programs will determine whether a student's scholarship will be renewed after an LOA. When the student returns, the current tuition rate will apply. If a student returning from an LOA has already paid one full semester of tuition and pays tuition for an additional three semesters but does not have the required credits to graduate, a petition may be made to the Assistant Dean for Graduate Programs for the student to take the number of hours required to graduate at a reduced tuition rate. The Dean will determine whether to waive any portion of tuition for hardship situations.

Student Loans

The regulations for the return of Title IV funds (i.e., Perkins, Stafford and Grad PLUS loans) require the school to determine the earned and unearned portions of Title IV aid as of the date the student ceased attendance. Up through the 60% point in each period of enrollment, a prorated schedule is used to determine the amount of Title IV funds the student has earned at the time of withdrawal. After the 60% point, a student has earned 100% of the Title IV funds that they were scheduled to receive during the period.

Add/Drop and Audit Policy

Students may drop or add a course to their registration during specified periods at the beginning of each term; please refer

to the Academic Calendar. A faculty member's signature is not required to add or drop a class.

Dropping or Withdrawing From a Course

Before the first day of a short (three-day or week-long) course, within the first two weeks of a mini-semester course, or within the first three weeks of a semester-long course, students may drop a course. Dropped courses will not appear on the transcript.

Students may withdraw from a mini-semester course within two to three weeks and from a full-semester course within three to eight weeks. Withdrawn courses remain on the transcript with an indication of "W."

After three weeks of a mini-course or eight weeks of a full-semester course, students may petition to withdraw from a course for extenuating circumstances.

Auditing a Course

Students wishing to audit a course (grade option "A") must first speak with the professor of the course to determine if auditing is an option and, if so, to learn the specific requirements for a successful audit. If approval is granted, the student should then request that the course instructor email Olin's Registrar. The Registrar will then change the grade option for the course from "P" to "A."

Audited courses do not apply to the credits required to graduate, but they do apply to the maximum credits allowed each semester without additional tuition being required. Audited courses are listed on student transcripts. A grade of "L" is given for a successful audit, and a grade of "Z" is given for an unsuccessful audit.

Audited courses do not meet prerequisite requirements. For example, if Course A is listed as a prerequisite for Course B and the student has audited Course A, then that student has not met the prerequisite requirement for Course B. In this case, instructor permission would be required in order for the student to take Course B.

Intent to Graduate

All Washington University students are required to file an Intent to Graduate form on WebSTAC in order to graduate or to participate in Commencement exercises. If the student is completing more than one degree program at the University, they must file for each degree program and provide all of the requested information. If the student filed their intent previously and did not graduate at the intended time, they must complete a new Intent to Graduate form.

PMBA Policies

Attendance Policy

All methods of instruction within Olin are based on the assumption that a student will be in class at each meeting and prepared for active participation in the class. It is recognized

that emergencies, illness, business commitments or other engagements may result in the student's absence; however, the student is expected to hold such absences to an absolute minimum. Performance and grading may be affected by a lack of attendance, depending on the individual faculty member's policy. If for any reason a student will miss a series of classes, they must be sure to notify their academic adviser so that their instructors may be notified.

Regardless of the reasons for their absences, students are responsible for all work assigned for the class meetings missed. Written work assigned should be submitted in advance, if possible.

Course Work in Other Divisions

The business school recognizes that students may wish to take course work outside of Olin in order to achieve an individual education. Students may elect to take course work in other divisions of Washington University, providing the course work is acceptable for graduate credit, has a managerial orientation, and there is prior approval of the course work by the Academic Review Committee. Students should check in the Graduate Programs Office for the list of approved outside courses.

Transfer Credit

As many as 9 units of transfer credit may be accepted toward Olin PMBA degree requirements, provided that the following have occurred:

- The credits were taken at the graduate level at another business school program accredited by the Association to Advance Collegiate Schools of Business (AACSB).
- It can be demonstrated (e.g., by course syllabi) that the course work taken is comparable in content (for required courses) or acceptable in quality (for elective courses) to Washington University courses.
- A grade of B or better was achieved in the course work for which transfer credit is requested.

Students seeking the acceptance of transfer credit should submit a transcript and a statement requesting a review of the proposed course work to their academic adviser.

A student who must leave the St. Louis area when within 9 credit hours of completing the PMBA degree requirements may be considered for the acceptance of transfer credit. In this case, the student — with prior approval — may receive up to 9 hours of transfer credit from another institution. Approval of this transfer credit requires the filing of a petition with descriptions of proposed courses with the academic adviser for processing by the Academic Review Committee. The "seven-year clock" will be taken into account when transferring credit.

Petition Procedures

The Academic Review Committee is a faculty committee appointed by the Dean to review the academic performance of

the school's student body and to hear petitions from students requesting that an exception be made to general school policy. Exceptions may be made to existing policies and practices of the school if the committee feels there is a compelling rationale. The Academic Review Committee is viewed as an extension of the faculty as a whole and represents both the Dean and the faculty in its consideration of individual petitions.

A partial list of considerations that fall under the purview of the petition process are as follows: (1) course work to be taken at another institution; (2) independent study requests; (3) appeals of academic probation or academic suspension (disciplinary suspensions are handled by the Disciplinary Committee on an appeal basis); and (4) requests for an exception to normal school policy.

A petition for the Academic Review Committee should be submitted to the academic adviser. Petitions should include a clear and concise statement of what the student is attempting to do and the rationale that the student feels justifies the petition. Petition forms are available in the Graduate Programs Office (Knight Hall, room 310) or online on the PMBA CampusGroups page.

Transfers Between Full- and Part-Time MBA Programs

Students interested in transferring between the full- and part-time MBA programs should contact their academic adviser. Students should be in good academic standing before making such a transfer. These transfers are not encouraged, but they may occasionally be feasible after the completion of the first four semesters of required course work.

Withdrawal From the University

Should it become necessary for a student to totally withdraw from the University, an appointment should be made with the academic adviser to discuss specific circumstances. The date on which a student's written request is received or the date that a student meets with the academic adviser will be used when determining tuition adjustments.

A refund schedule for PMBA students (<https://olinwustl.campusgroups.com/pmba/policies-and-forms>) is available online via CampusGroups. When students are forced to withdraw from the university due to an that makes attendance for the balance of the semester medically inadvisable, the university will make a prorated refund of tuition as of the actual date of withdrawal, provided that such withdrawal occurs prior to the twelfth week of the semester and that medical certification is made or verified by Student Health Services.

Grades

- HP (High Pass): Up to top 20% of any section/course
- P (Pass): Satisfactory performance
- LP (Low Pass): Minimum level of acceptable performance

- NP (No Pass): If a required course, course must be repeated; there is no credit for NP

The cumulative academic performance of a student is evaluated at the end of each semester to determine continuation eligibility. All attempted and completed course work will be reviewed. When a student's cumulative performance meets one of the following conditions, their record will be brought to the Academic Review Committee for review. If the student remains enrolled, their record will continue to be reviewed at the end of each term.

- Two or more No Pass (NP) grades are earned **or**
- Three or more Low Pass (LP) grades are earned **or**
- The combination of No Pass (NP) and Low Pass (LP) grades meets or exceeds three grades or 6 credit hours.

Note: Grade-point averages and semester class rankings cannot be calculated.

No Credit

A grade of no credit (NCR) indicates one of the following:

- Withdrawal from a course later than halfway through the period scheduled for the course without the approval of the Academic Review Committee (The midpoint of a course is determined by taking the total number of class sessions scheduled for the course [exclusive of the final exam] and dividing by 2.)
- A disciplinary proceeding penalty

Incomplete Grade

An "I" (for incomplete work) may be given to a student when extenuating circumstances preclude the satisfactory completion of course work during the semester in which a particular course is taken. With permission of the instructor, students have 60 days after the final exam in which to make up incomplete work. After 60 days, the grade automatically is changed to "NP." The instructor has discretion regarding the 60-day limit.

Grade of "N"

A notation of "N" in the grade column means that the professor has not yet submitted the grade.

Grade Changes

A nondisciplinary grade may be changed only by the professor in whose course the grade was initially given.

A faculty member may change a grade from NCR providing that the work is made up within 60 days of the completion of the course. Exceptions to the 60-day limit must be discussed with the faculty member and/or the academic adviser.

Dropping or Adding a Course

The dropping or adding of courses should be completed in a timely manner consistent with the printed deadlines maintained

by Olin's Registrar. Signature of a faculty member is not necessary to add a class.

Course Withdrawals

Within the first two weeks of a mini-course, it is possible to withdraw by completing the online drop/add procedure. When a student drops a course by the deadline, it is automatically deleted from the student's record. Students who maintain enrollment beyond the deadline have accepted responsibility for completion of the course.

Dropping a course is a very costly decision and should be avoided except as a last resort. Not only does dropping a course have potential tuition implications, but it may also disrupt the integrated flow of the required curriculum by creating difficulties in elective study. Prior to dropping a course, the student should talk with the professor involved.

If extenuating health or other circumstances indicate a need to drop a course after the midpoint, a petition detailing the particular circumstances may be filed with the Academic Review Committee of the school (see Petition Policies and Procedures). If a student's petition to drop a course past the deadline is approved by the Academic Review Committee, the student's grade in the course will be "W."

Course Waivers

Olin PMBA students may obtain a waiver for any required course, with the exception of the strategic management courses. In order to receive a waiver, the student must submit a petition to the instructor of the required course and obtain approval. This signed approval form must be submitted to the PMBA academic adviser. Please note that a waiver will not reduce the number of hours required to earn the PMBA degree. Moreover, it will generally be presumed that instructor approval will be granted only when the student has previously completed substantially equivalent course work during their prior education and/or demonstrated competency via work experience. Examples of student backgrounds for successfully waived courses include CPA designation (for waiving the financial accounting core course) and/or an undergraduate business major in a particular field (for waiving the core course in the same field.)

The course instructor may require the student to enroll in a specific substitution course. If no specific substitution course is required, students are free to substitute other MBA elective course work for which the stated prerequisites are met. The Director of PMBA Student Affairs is available to assist students with finding appropriate substitute courses and to answer questions about the waiver and substitution procedures.

Special Curriculum Opportunities

Independent Study: Special Topics in Management

Independent study under the direction of a faculty member is available on a selective basis. The purpose of independent study is to provide an opportunity for students to pursue subject matter beyond the specific course offerings found in the business school. Independent study is not viewed as a vehicle for getting credit for something in which the student may already be involved (e.g., a job, a project in another course). Rather, it is an opportunity for a student to get more in-depth exposure to an area of interest under the supervision and direction of a faculty member.

Typically, a student will discuss with a particular faculty member the possibility of receiving supervision on an independent study research project. Because faculty members have a variety of commitments, the student should have an independent study project fairly well thought out prior to seeking a faculty sponsor. Projects may receive from 1.5 to 6 academic credits, but normally no more than 3 credits are granted for any one semester. Students may apply a maximum of 6 hours of independent study credit toward the 54-hour degree requirement.

Once a project is agreed upon between the student and the professor, the student must submit a petition to the academic adviser for evaluation and approval by the Academic Review Committee. The petition should outline the topics to be covered, the texts or other research material to be used, and the research methodology to be employed. Students must be in good academic standing to be approved for independent study.

Student Non-Candidate for Degree (SNCD)

Students may be allowed to enroll in the Business School as with SNCD status for a maximum of 9 hours of course work under the following conditions:

- SNCD status is designed primarily for those who hold the MBA degree or a master's degree in a related field. Those holding an MBA degree from an AACSB-accredited master's degree program may apply by submitting an official transcript indicating the date of the MBA degree, an SNCD application, and a nonrefundable application fee. Applications will be reviewed by the Admissions Committee.
- Enrollments as SNCD will be allowed only if there is space available in the course. SNCD students will be required to meet the normal requirements of the course in which they are enrolled.
- A maximum of 9 hours may be taken under SNCD status. The waiving of a prerequisite for an SNCD student does not constitute fulfillment of that requirement if the individual should be admitted to the MBA program at a later date.
- All courses must be taken for credit; no audits are allowed.

SNCD status does not guarantee later admission to the MBA program. Written permission must be requested for each course a student wishes to take under SNCD status. SNCD status must be approved for each semester of enrollment.

SMP Policies

Academic Performance Standards

The following standards apply to students who start the SMP program in June 2019 or later. Students must maintain a cumulative grade-point average of 3.0 or higher. The academic performance of every student is evaluated at the end of each semester to determine continuation eligibility. All attempted and completed course work will be reviewed. When a student's cumulative performance falls below a 3.0 GPA, they will be placed on academic probation. Continued performance below a 3.0 cumulative GPA will result in consideration for further academic action from the Academic Review Committee.

Grading Scale

Letter Grade	Numerical Grade	GPA Earned
A/A+	93-100	4.0
A-	90-92	3.7
B+	87-89	3.3
B	83-86	3.0
B-	80-82	2.7
C+	77-79	2.3
C	73-76	2.0
C-	70-72	1.7
D	60-69	1.0
F	0-59	0.0

Additional Grades

An "I" (for incomplete work) may be given to a student when extenuating circumstances preclude the satisfactory completion of course work during the semester in which a particular course is taken. With permission from the instructor, students will have 60 days after the final exam in which to make up incomplete work. After 60 days, the grade is automatically changed to an "F." A grade of "L" indicates a successful audit. A grade of "Z" indicates an unsuccessful audit. A grade of "N" indicates that the professor has not yet turned in a grade. If the student feels that there is an error, they should first contact the professor of the course. If the professor is unable to provide an explanation for the unreported grade, the student should contact the SMP Registrar.

Grade Changes and Retaking a Course

A nondisciplinary grade may be changed only by the professor in whose course the grade was initially given. A faculty member may change a grade from an "N" or "I" to a letter grade provided that the work is made up within 60 days of the completion of the

course. Exceptions to the 60-day limit must be discussed with the Assistant Dean of Academic Advising and Student Affairs.

Students who fail a required course must retake the course. Students may choose to retake failed elective courses but are not required to do so. Students will not earn course credit required for program completion for failed courses.

Upon passing completion of a retaken course as a result of failure due to a lack of academic proficiency, a student's transcript will show an "R" next to the grade earned for the initial course, indicating that it has been retaken, and a letter grade for the second attempt of the course. Only the grade earned during the retaken attempt of the course, better or worse, will affect the student's cumulative GPA.

Upon passing completion of a retaken course as a result of failure due to an academic integrity violation, a student's transcript will show the grade for each taking of the course. The grades earned during both the initial and the retaken attempts of the course will affect the student's cumulative GPA.

Students may not retake courses that they do not fail. A student with a personal or medical emergency may petition for exception to the Academic Review Committee.

Course Waivers

Waivers are intended to allow students to avoid redundant study of subjects already mastered. They do not reduce the number of credits required to earn the degree. The waiver request form (PDF) (https://olinwustl.campusgroups.com/get_file?eid=694f4bad4f562a6f0a0d596e02891be6) is available on the CampusGroups page and in the Graduate Programs Office.

SMP program policies state that no more than two required SMP core courses can be waived.

Transfer Credit

As many as 9 units of transfer credit may be accepted toward Olin SMP degree requirements, provided that the following have occurred:

- The credits were taken at the graduate level at another business school program accredited by the Association to Advance Collegiate Schools of Business (AACSB).
- It can be demonstrated (e.g., by course syllabi) that the course work taken is comparable in content (for required courses) or acceptable in quality (for elective courses) to Washington University courses.
- A grade of B or better was achieved in the course work for which transfer credit is requested.

Students seeking the acceptance of transfer credit should submit a transcript, applicable syllabi, and a statement requesting a review of the proposed course work to the Graduate Programs Registrar.

Course Registration

Prior to Registration

- Students should review the degree requirements (<https://olin.wustl.edu/EN-US/academic-programs/specialized-masters-programs/Pages/default.aspx>) for their program.
- Students should review the lists of courses offered during the upcoming semester.
 - Courses offered to SMP students are found on the "SMP Required Courses" and "SMP Elective Courses" lists of the corresponding semester.
 - SMP students may enroll in certain "PMBA Elective Courses" on a space-available basis, so that listing should be reviewed as well.
 - Students should carefully review the "Notes" section of each course listing.
 - SMP students may **not** register for courses/sections found only on the listings for Executive MBA (EMBA) programs.
 - Unless special permission is granted, SMP students do not take Olin undergraduate (BSBA program) courses (course levels 100-400) or courses with department code B5X. SMP-level courses are all 500-level courses under department code B6X.
- Students should review course descriptions for details about course content and any prerequisite requirements.
 - Students are subject to removal from courses in which they do not meet prerequisite requirements.
- Students may use WebSTAC's "Registration Worksheet" tool for planning purposes. However, course registration must be completed separately in the "Registration" section once the registration period begins. Schedules planned in the "Registration Worksheet" do **not** automatically transfer to the "Registration" section.
- Students must schedule an appointment with an academic adviser at least once per semester.
 - Appointments can be made using the adviser's ScheduleOnce link, via email, or by stopping at the front desk of the Graduate Programs Office.
- Students should register as early as possible for both Mini A and Mini B courses to minimize the likelihood of being placed on waitlists. This also helps to ensure timely book and packet orders.
- Students need to be sure to include any required courses in their planning:
 - Required courses often have multiple sections offered simultaneously. Students must enroll in an open section of the course. If they try to enroll in a section that is full, they will be removed from the waitlist and asked to enroll in a section with open seats.
 - Students may not enroll in one section of a class and remain on the waitlist for another section of the class.

- **Note:** Some students prefer certain sections to others. If a student desires a specific section of a course, they should be sure to register for classes as soon as they are able to do so.

Registration Instructions

WebSTAC (<https://acadinfo.wustl.edu>) is Washington University's system for course registration. It also allows students to check their enrollment status, view their grades, view their billing and account information, and update their contact information. Logging in to WebSTAC requires a WUSTL Key and a password. WebSTAC has a feature that allows passwords to be reset after a passphrase and hint are established. Students who have not yet set up a passphrase and hint should be sure to do so prior to the start of registration.

- Once logged on to WebSTAC, students should select the "Registration" item from the menu to register for courses. Students may also go to a completed "Registration Worksheet" and select from there the courses in which they would like to enroll.
- Students must pay close attention to the specific class section for which they are registering (i.e., 01, 02 or 03).
- Students should select the "C" (letter grade) grading option. This grading option corresponds with the SMP grading system. SMP students may not select the "P" (pass) option, and courses taken on a pass/fail basis may not count toward the SMP credits required for graduation.
- Students wishing to audit a course (grade option "A") must first speak with the professor of the course to determine if auditing is an option and, if so, to learn the specific requirements for a successful audit. If approval is granted, the student should then request that the course instructor email the Olin Academic Affairs Office; a registrar will change the grade option for the course from "C" to "A."
 - Audited courses do not apply to the credits required to graduate, but they do apply to the maximum credits allowed each semester without paying additional tuition.
 - Audited courses are listed on student transcripts. A grade of "L" is given for a successful audit, and a grade of "Z" is given for an unsuccessful audit.
 - Audited courses do not meet prerequisite requirements. For example, if Course A is listed as a prerequisite for Course B and the student has audited Course A, then that student has not met the prerequisite requirement for Course B. In this case, instructor permission would be required in order for the student to take Course B.
- WebSTAC is designed to prevent students from being simultaneously enrolled for two conflicting classes. However, it treats all courses as "semester" courses, so it may return a "time conflict error" when a student attempts to enroll in Term A and Term B courses that meet on the same day of the week at the same time. If this error message appears,

verify that the classes actually do not conflict and then override the message to enroll in both courses.

- If a course has reached capacity, students are asked if they wish to be placed on the waitlist. Students on waitlists are automatically enrolled in the class as seats open up. It is the student's responsibility to monitor their waitlist status and to make any necessary adds or drops.
 - During the first two weeks of registration, students enrolling in short (weekend and weeklong) courses and selecting other courses will automatically be directed to the waitlist. Students should review the "Notes" section of the elective course listings for complete details.

Curricular Practical Training (CPT)

CPT is work that is a part of a structured program offered in the curriculum. Examples of CPT at Olin include summer internships and internships during the final semesters of the program.

- Students must get approval from Olin, enroll in the CPT-approved course, and then obtain approval from the Office for International Students and Scholars (OISS).
- Students must complete one academic year (both fall and spring semesters) before becoming eligible for CPT.

Enrolling in CPT

After a student has accepted an offer of paid or unpaid employment, they must follow these instructions:

1. Report the offer to the Weston Career Center.
2. Request that the company mail or email an offer letter on company letterhead to the student or directly to the staff adviser.
 - Status: Part-time work is considered up to 20 hours/week. Full-time work is considered 21 to 40 hours/week. Students are permitted to work part-time during the academic year (fall and spring semesters), but they can work part-time or full-time during the summer semester.
 - Length of internship: Four weeks is the minimum for part-time internships; eight weeks is the minimum for full-time internships.
 - 2019-20 semester dates:
 - Summer 2018: May 9 through August 25
 - Fall 2019: August 26 through December 31
 - Spring 2019: January 1 through May 6
3. Complete the CPT application form, which can be found on the CampusGroups page or in the Graduate Program's Office. **Do not sign and date.** The student's signature will be added when they pick up their I-20 from OISS at the end of this process.
4. Submit the completed form and a copy of the offer letter to their adviser in the Graduate Programs Office for their signature. The adviser will return this form to the student within 24 hours.

When this occurs, the student will be enrolled in B63 MGT 513 Special Topics in Management for the current term.

- Credit hours = 0.50; grading method = pass/fail
 - **Note:** Students will **not** be charged tuition by the credit hour for this 0.50 credit course during the summer term.
 - If students choose to continue CPT after the summer term, the 0.50 credit will count toward their semester total.
 - These credit hours do not count toward the student's degree total credit requirements.
 - This course is tied to semester dates. Therefore, if employment extends beyond one semester, this entire process must be repeated before the new semester begins.
 - A summary paper or final project must be submitted at the end of the semester to successfully complete the course.
5. Submit the signed CPT application form to the OISS. The OISS will issue the student a new I-20 based on the offer letter's dates of employment. These must fall within the semester dates listed above.

6. Pick up the new I-20 from the OISS before starting the internship. The new I-20s will be ready two to five business days after the CPT application form has been received by the OISS. The entire process, after the submission of the offer letter, will take three to seven business days. Students will need to present the I-20 to their employer on their first day of work.

7. Read the important information about CPT Employment & Training (<https://oiss.wustl.edu/students/employment-training>) on the OISS website.

Intent to Graduate

All Washington University in St. Louis students are required to file an Intent to Graduate (ITG) form on WebSTAC in order to graduate or to participate in Commencement exercises.

If the student is completing more than one degree program at Washington University, they must file for each degree program and provide all of the requested information.

Filing Deadlines (dates subject to change)

Graduation Date	Intent to Graduate Filing Deadline
12/19/2019	10/01/2019
05/17/2020	12/19/2019
08/14/2020	08/01/2020

If the student filed previously an ITG form and did not graduate at the intended time, they must complete a new ITG form.

Note: There is no early graduation. Regardless of when a student completes all of their course work, they must choose one of the three offered graduation dates.

After Filing the ITG Form

After the student files the ITG form, Olin is notified to consider them as a candidate for degree. The student's academic adviser will evaluate their record to determine whether they have met degree requirements and then submit the names of all final degree recipients to the university registrar. The Office of the University Registrar will post the student's degree and conferral dates to the student's record. If the student fails to complete the degree requirements, they must refile the ITG form for a subsequent degree period.

Add/Drop and Audit Policy

Students may drop or add a course to their registration during specified periods at the beginning of each term; please refer to the Academic Calendar. A faculty member's signature is not required to add or drop a class.

Adding a Course

Sign on to WebSTAC (<https://acadinfo.wustl.edu>) and select "Add a Course" from the registration main menu.

Dropping or Withdrawing From a Course

Sign on to WebSTAC and select "Drop a Course" from the registration main menu.

Before the first day of a short (three-day or week-long) course, within the first two weeks of a mini-semester course, or within the first three weeks of a semester-long course, students may drop a course. Dropped courses will not appear on the transcript.

Students may withdraw from a mini-semester course within two to three weeks and from a full-semester course within three to eight weeks. Withdrawn courses remain on the transcript with an indication of "W."

After three weeks of a mini-course or eight weeks of a full-semester course, students may petition to withdraw from a course for extenuating circumstances by doing the following:

1. Filling out the Petition Form (PDF) (https://olinwustl.campusgroups.com/get_file?eid=590fbe37da923f805a26519e3c6ea0ad) (this can be found on the CampusGroups page or obtained through the academic adviser)
2. Submitting the petition to the Graduate Programs Registrar in Knight Hall 310

If the withdrawal is approved by the Academic Review Committee, the student's grade in the course will be "W."

Note: Consult the tuition refund schedule (p. 38) for a detailed description of refunds.

Auditing a Course

Students wishing to audit a course (grade option "A") must first speak with the professor of the course to determine if auditing is an option and, if so, to learn the specific requirements for a

successful audit. If approval is granted, the student should then request that the course instructor email the Olin Academic Affairs Office; a registrar will change the grade option for the course from "P" to "A."

- Audited courses do not apply to the credits required to graduate, but they do apply to the maximum credits allowed each semester without paying additional tuition.
- Audited courses are listed on student transcripts. A grade of "L" is given for a successful audit, and a grade of "Z" is given for an unsuccessful audit.
- Audited courses do not meet prerequisite requirements. For example, if Course A is listed as a prerequisite for Course B and the student has audited Course A, then that student has not met the prerequisite requirement for Course B. In this case, instructor permission would be required in order for the student to take Course B.

Independent Study

Independent study under the direction of a faculty member is available on a selective basis. The purpose of independent study is to provide an opportunity for students to pursue subject matter beyond the specific course offerings found in the business school. Independent study is not viewed as a vehicle for getting credit for something in which the student may already be involved (e.g., a job, a project in another course). Rather, it is an opportunity for the student to get more in-depth exposure to an area of interest under the supervision and direction of a faculty member.

Typically, a student will discuss with a particular faculty member the possibility of receiving supervision on an independent study research project. Because faculty members have a variety of commitments, a student should have an independent study project fairly well thought out prior to seeking a faculty sponsor. Projects may receive from 0.5 to 6 academic credits, but normally no more than 3 credits are granted for any one semester. Students may apply a maximum of 6 hours of independent study credit toward their minimum degree requirements, with prior approval. This does not apply to independent study courses taken as part of CPT.

Once a project is agreed upon between the student and the professor, the student must submit a petition to the Graduate Programs Registrar for evaluation and approval by the Academic Review Committee. The petition should outline the topics to be covered, the texts or other research material to be used, and the research methodology to be employed. Students must be in good academic standing to be approved for independent study.

Group Study Room Policies and Reservations

The primary purpose of the Olin Business School group study rooms is to provide a place for Olin students and clients to engage in collaborative and cooperative study in small groups.

The following policies exist to ensure that Olin students and clients have priority use of the rooms, that the rooms are appropriately maintained, and that clear rules are in place.

Group Study Room Reservation Policies

- Group study rooms in Bauer Hall and Knight Hall may be reserved only by Olin Business School degree candidates and only via the online reservation system. Students not enrolled in Olin Business School degree programs may not reserve these rooms.
- Group study rooms in Simon Hall may not be reserved. They are subject to the policies below, as applicable.
- Groups study rooms in the Kopolow Library located in Simon Hall may be reserved by any Washington University student. Students should visit the library's front desk for information.
- Charles F. Knight Executive Education & Conference Center group study rooms (located on the second floor of the Knight Center) are strictly for the use of Olin Executive Education students and clients. Olin undergraduate and non-Executive SMP program graduate students may not use Knight Executive Education & Conference Center group study rooms under any circumstances. Knight Center group study rooms located on the first floor are available as noted below.
- Rooms are primarily intended for group use. A group is defined as two or more users engaged in collaborative study. Individuals engaged in simultaneous individual study are not considered a group.
- Bauer Hall/Knight Hall:
 - Group rooms may not be reserved for individual student use.
 - An individual may use an unoccupied or unreserved room. However, should a group need the room, the individual must vacate it. One group member must reserve the room using the online system at that time and prior to informing the individual that they must vacate it.
 - If no more than one individual representing a group reservation is present 15 minutes or more after the reservation start time, the reservation is considered forfeited, and the room may be used by another group during the time that the forfeited group had reserved it.
- Simon Hall and first floor of the Knight Center:
 - An online reservation system is not currently in place for the group study rooms in Simon Hall and on the first floor of Knight Center. An individual may use an unoccupied room. However, should a group wish to use the room, the individual must vacate it.

Room Usage Policies

- Room users are responsible for their personal property and should not leave items unattended. Olin Business School is not liable for loss or damage to personal property. Rooms

cannot be reserved or held by placing personal belongings in them. Unattended items (e.g., purses, coats, laptops, binders) may be removed and taken to lost and found for safekeeping. Lost and found is located in the Undergraduate Office (Simon Hall) or in the Graduate Programs Office (Knight Hall and Bauer Hall).

- Rooms must be left clean and in good condition for the next users. Whiteboards must be erased and trash thrown away. "Do not erase" requests on the whiteboards will not be honored.
- Do not remove items from the group study rooms (e.g., chairs, markers, erasers, remotes).
- Should a room need to be cleaned or should an accident occur (e.g., a spilled beverage), students should email General Services (services@olin.wustl.edu) immediately.
- Should audiovisual assistance be required, students should email General Services (services@olin.wustl.edu).
- Violation of these policies may result in suspension from room reservation and usage. Students should report all violation issues to their program office.

Reservation Instructions

- Rooms in Bauer Hall, Knight Hall, and Knight Center (first floor only) are reserved through the Aramark reservations system. Complete instructions are found in the "Reserving Rooms" section of the General Services CampusGroups site
- Reservations for the current day are displayed on the monitor outside each Knight Hall/Bauer Hall group study room. Reservations will also display on the GO WUSTL calendar of the student who has made the reservation on behalf of the group. First floor Knight Center study rooms are not equipped with a monitor outside of the room, but reservations will appear on the GO WUSTL calendar of the student who made the reservation.
- Reservations may be made up to two weeks in advance. Any reservations made in advance of two weeks will be charged a fee.
- Reservations are limited to a period of two hours in length.
- Maximum occupancy should be noted prior to making a reservation. Group size should not exceed the maximum.

Class Recording Policy

Any request for video recording must be approved by the professor first. It is the student's responsibility to alert the professors about any absence from class. In addition to having the class recorded, it is also strongly recommended that the student meet with the faculty member about additional assignments that can be completed to supplement the classroom engagement that will be missed.

Advance notice is appreciated if and when it is possible. It is sometimes impossible to make arrangements with the audiovisual team for last-minute requests, but we will all do our

best to assist. If a student is making a last-minute request, they should email Kristy Collins (kristycollins@wustl.edu) after they submit the appropriate form.

Links to the recorded class will be emailed to Graduate Programs, who will then forward the link to the student.

For the SMP program, classes are video recorded under these specific circumstances:

1. An unexpected and serious personal situation arises (e.g., accident, illness, family crisis) that precludes the student from attending class for a relatively short period of time.
2. The student will be traveling for or with the sponsorship of the school, such as representing Olin in a national case competition, attending a prospective student recruiting event at the school's request, or attending a conference.
3. The request is made due to religious observances. The student must communicate with their professors in advance of the holiday.

Locker Policy

The Olin Business School has 144 lockers available for the sole use of students enrolled in Olin graduate business programs (i.e., SMP, MBA, and PMBA). They are located on the ground level of the Knight Center off of the hallway that links Knight Hall with the Knight Center.

- Lockers must be reserved on a first-come, first-served basis by filling out an online form, which can be found on the CampusGroups website.
- Signing up online only reserves the student's spot for a locker. In order to get their locker assignment, students must go to the Graduate Programs Office, located in Knight Hall 310, to sign the locker policy and receive their locker assignment. If the student does not sign the locker policy by Friday, September 7, at 5:00 p.m., their locker reservation will be canceled and the spot will open back up.
- Lockers are reserved for the entire academic year.
- Students must supply their own locks.
- Lockers will be monitored on a regular basis. A lock found on a locker that has not been assigned by the Graduate Programs Office will be cut off by General Services, and any contents will be removed. If, after completing the checkout process, a student finds that their assigned locker is in use (i.e., a lock is on it and/or contents are found inside), they should report this to the Graduate Programs Office immediately.
- Contents and locks must be removed by the first Monday after the end-of-semester final exam period. After that time, locks will be cut off and contents held at the Graduate Programs Office for approximately three weeks. After that time, contents will be surrendered to Campus Police. Students who have reserved a locker will be reminded of this

via email and posted signs in the locker area several weeks before the end of the year.

- Olin Business School is not responsible for the loss, theft, or damage of items left in lockers.
- For the safety of materials and personal possessions, reserved lockers must be locked at all times.
- Items that emit noises or smells may not be placed in lockers.
- Lockers are also located on the mezzanine level of Simon Hall. These lockers are available on a first-come, first-served basis and do not require a reservation process.

Awards and Honors

Beta Gamma Sigma

Graduating SMP students will be considered for nomination to Beta Gamma Sigma, the national business honorary, if they rank in the top 20 percent of their graduating class. The rankings are based upon their GPA at the end of their second-to-last mini-term in the SMP program. August, December and May graduates are considered to be one graduating class for purposes of election to Beta Gamma Sigma. Nomination occurs in March.

Charles F. Knight Scholar Awards

The Charles F. Knight Scholar Awards are presented to the top 7.5 percent of SMP graduates. This distinction is based on the student's cumulative GPA, and it is awarded distinctively for each program.

Financial Information

Financial Services – Graduate Programs (Including Professional MBA)

Tuition and Fees

- **First-Year MBA:** Tuition: \$93,075 (\$31,025 per semester)
- **First-Year MBA Fees and Attendance Costs:** Orientation program fee, \$550; activity fee, \$260 (estimated); health and wellness fee, \$500; books and supplies, \$2,782; room and board, \$17,696; student health insurance,* \$1,956 (estimated); personal and miscellaneous, \$5,268
- **First-year MACC:** Tuition: \$64,600 (**Note:** Program requires fall 2020 tuition of \$19,380)
- **First-year MSA:** Tuition: \$65,500 (**Note:** Program requires fall 2020 tuition of \$19,650)
- **First-year MSSCM:** Tuition: \$62,100 (**Note:** Program requires fall 2020 tuition of \$18,630)
- **First-year MSFC, MSFWAM, and MSFQ:** Tuition: \$67,600 (**Note:** Programs require fall 2020 tuition of \$20,280)
- **MACC, MSA, MSSCM, MSFC, MSFWAM, and MSFQ Fees and Attendance Costs:** Passport, Career Stamp,

and SMP Start, \$950 (first-year international students only); activity fee, \$200 (estimated); health and wellness fee, \$500; books and supplies, \$2,782; room and board, \$17,696; student health insurance,* \$1,956 (estimated); personal and miscellaneous, \$5,268

- **Global Master of Finance (GMF):** Tuition: \$54,100; please contact Olin Graduate Admissions for partner school tuition plus program fees and attendance costs.
- **Professional MBA and Part-Time Programs:** Students are billed at a per-credit-hour rate of \$1,810 per unit.

* All Washington University students are required to carry health insurance. Full-time graduate students on the Danforth Campus are automatically enrolled in (and billed for) the basic student health insurance plan unless proof of comparable coverage is provided. (International students are not eligible to waive out of the insurance plan.) For details about available plans and waiving options, visit the Student Health Services website (<http://shs.wustl.edu/Insurance/Pages/default.aspx>).

Note: International students should review financial documentation requirements for student visas (<https://oiss.wustl.edu/students/obtaining-visa>).

Tuition Refund

Students considering withdrawing from school are encouraged to consult with their adviser and/or the Director of Student Affairs. To officially withdraw, a student will need to provide written notification. Students who withdraw after a school term is underway will ordinarily receive a tuition refund based on the last day of class attendance as follows:

Withdrawal Date	Refund
Within the first week of classes	100%
After the first week and before the end of the third week of classes	75%
After the third week and before the end of the seventh week of classes	50%
After the seventh week and before the end of the eighth week of classes	25%
After the eighth week of classes	No refund

Financial Aid

The Olin Business School offers numerous scholarship awards thanks to the generosity of our alumni and friends of the university. All full-time applicants are automatically considered for our merit-based scholarships. These awards are guaranteed for the duration of the required terms associated with a program of study.

The Olin Graduate Financial Services office administers all forms of financial assistance available through Washington University. The sources of aid include institutional scholarship, the Stafford

Loan program and the Grad PLUS Loan program. Students are also able to apply for educational loans through private banks.

The School of Business makes every effort to meet the minimum financial needs of each enrolled student. Consistent with the policy of most professional schools, we assume that students will bear the primary cost burden of their educational expenses. Therefore, long-term loans are the primary source of financial assistance.

FAFSA

To apply for loans, students must complete the Free Application for Federal Student Aid (FAFSA) and the Washington University Application for Financial Aid.

The FAFSA requires approximately 10 working days to issue the need analysis to the school. It is the student's responsibility to secure financial aid forms and to meet all deadlines. The FAFSA can be filed online by visiting the FAFSA website (<https://fafsa.ed.gov>). The FAFSA code for Washington University is 002520.

The Business School Financial Assistance Application (PDF) (<https://olin.wustl.edu/docs/MBA/InstitutionalFinAidapplication.pdf>) can also be completed online.

The School of Business makes admission decisions without regard to any request for financial aid. Scholarship notification letters are sent out at the time of program admission. However, we do not award loans until a student has placed a tuition deposit for their chosen degree program.

Contact: Olin Graduate Financial Services
Phone: 314-935-7301
Email: olinfinancialservices@wustl.edu

Exchange Programs

The Olin full-time MBA program provides students with the learning experience to understand business from a global perspective through international study by partnering with 10 world-class institutions abroad. By allowing students to learn and live in another culture, the cross-culture experience allows students to transform their thinking to involve a global view.

Students have the option to study abroad for a semester, a mini-term, or a summer term.

Partner Schools

- Chinese University of Hong Kong — Hong Kong
- Hong Kong University of Science and Technology — Hong Kong
- Indian Institute of Management Ahmedabad — Ahmedabad
- Indian Institute of Management Calcutta — Calcutta
- Manchester Business School — United Kingdom

- Otto Beisheim Graduate School of Management — Vallendar or Dusseldorf, Germany
- Pontificia Universidad Catolica Argentina — Spain
- S.P. Jain Institute of Management & Research — Mumbai, India
- University of Paris - Dauphine — Paris, France
- Yonsei University School of Business — Seoul, Korea

Executive Degrees

Eligibility

Washington University encourages and gives full consideration to all applicants for admission and financial aid, without regard to race, color, age, religion, sex, sexual orientation, gender identity or expression, national origin, veteran status, disability or genetic information.

The Olin Business School is invested in recruiting, enrolling, retaining and graduating students from diverse backgrounds. Applications for admission by students from diverse backgrounds to any of our degree programs are encouraged and welcomed. To the greatest extent possible, students with disabilities are integrated into the student population as equal members.

To be considered for admission into a graduate degree program, applicants must hold a bachelor's degree from an accredited institution prior to starting the graduate program.

Executive MBA Programs

To learn about the curriculum, application processes and financial aid opportunities for each of our Executive MBA programs, visit the corresponding site below. Each site will introduce you to the program's curriculum, faculty, format, admission and tuition information.

- Executive MBA U.S. – St. Louis (p. 39)
- Executive MBA Shanghai (p. 41)
- Executive MBA Mumbai (p. 43)

Executive Master of Business Administration (MBA)

Launched in 1983, Washington University's Executive MBA program promotes integrated, collaborative, customer-centric management. The holistic approach to management is championed by Washington University faculty, administrators, alumni and corporate partners.

During the 20-month program, classes meet monthly for three- to four-day sessions (with the exception of four residencies (<https://olin.wustl.edu/EN-US/executive-programs/executive-mba/academics/residencies/Pages/residencies.aspx>)). Washington University's Executive MBA team takes care of securing a student's textbooks, course materials, meals and on-campus parking passes.

The Executive MBA program provides one of the most academically comprehensive curricula in the country, with 60 credit hours required for graduation. Courses, themes and residencies focus on leadership development. Timely updates — such as the Business of Policy: DC Immersion course, offered in partnership with public-policy think tank the Brookings Institution; electives on contemporary business issues; an innovation project; and a capstone pitch competition — keep it relevant.

Website: <https://olin.wustl.edu/EN-US/executive-programs/executive-mba/Pages/default.aspx>

Degree Requirements

Executive MBA

Credit Hours

The Executive MBA (EMBA) program requires each student to complete 60 credit hours: the standard 58-credit-hour program plus 2 credit hours of EMBA electives.

Olin Code of Conduct

All EMBA students are required to abide by the Olin Business School Code of Conduct, which pertains to topics such as academic integrity, professionalism and respect for others. The code also contains guidelines and procedures for academic discipline. Failure to comply with the code may result in penalties up to and including expulsion.

Residencies

The EMBA program contains four mandatory residencies: GO! Week, D.C. Immersion, Leadership Residency, and International Residency. Due to the experiential nature of these residencies, they are impossible to duplicate through other course work and therefore are mandatory for graduation.

Standard Classroom Schedule/Out-of-Class Requirements

EMBA classes meet from 8:00 a.m. until 6:00 p.m., with lunch from 12:30 p.m. to 1:30 p.m. The program will also periodically require students to be present for sessions during the lunch hour and in the evening.

In addition, EMBA students will have significant out-of-class requirements (e.g., readings, team meetings, assignments, projects, exams). These typically begin about four weeks prior to the first session of a course and end between two and six weeks after the final session of a course.

Time Limit

Although most EMBA students complete their MBA degree with their cohort in 20 months, there is a seven-year time limit for completion of the MBA degree.

Executive MBA Admissions

Eligibility

Washington University encourages and gives full consideration to all applicants for admission and financial aid without regard to race, color, age, religion, sex, sexual orientation, gender identity or expression, national origin, veteran status, disability or genetic information.

The Olin Business School is invested in recruiting, enrolling, retaining and graduating students from diverse backgrounds. Applications for admission by students from diverse backgrounds to any of our degree programs are encouraged and welcomed. To the greatest extent possible, students with disabilities are integrated into the student population as equal members.

To be considered for admission into a graduate degree program, applicants must hold a bachelor's degree from an accredited institution prior to starting the graduate program. Individuals who do not hold a bachelor's degree and who are interested in pursuing the Executive MBA should reach out to the graduate admissions office for further information.

Application Process

Our application process requires the submission of a complete online application. A complete application includes the following:

- One-page resume
- Essays
- Commitment letter
- Academic transcripts
- Two professional recommendations

Executive MBA Policies

Grading System

- HP (High Pass): Up to top 20% of any course
- P (Pass): Satisfactory performance
- LP (Low Pass): Minimum level of acceptable performance
- NP (No Pass): Performance is below passing quality

Academic Performance Standards

Academic Probation: Any student with an NP grade or more than three LP grades will be placed on academic probation. The student's case will be considered by the Academic Review Committee, and the student may face immediate academic dismissal. Grades earned in electives do not count toward the limits noted for NP and LP grades.

Graduation Eligibility: Any student with an NP grade or with more than 12 hours of LP grades is ineligible to graduate.

Study Team Performance: Effective performance in study teams is vital to success in the EMBA program. Therefore,

demonstrating the capacity to work effectively in teams is mandatory for a student to remain enrolled. Failure to demonstrate effective team performance carries the same consequence as any other academic performance problem, up to and including immediate dismissal from the program.

NP Grades: In the case of an NP grade, the student will be required to retake the course or to take a preapproved equivalent course in the MBA or Professional MBA program. Graduation will be delayed until completion of the make-up course.

LP Grades: Any student earning more than one LP grade is encouraged to meet with the faculty director to determine the underlying cause of the low grades and to develop a plan for improving performance.

Progress Toward Degree: Any student who has not received passing grades for 80 percent or more of the credit hours associated with their EMBA cohort at the end of each semester may be required to transfer to a future EMBA cohort or be dismissed from the program.

Additional Grades

- W (Withdrawal): Used for instances when illness or extenuating circumstances require withdrawal from a course prior to completion.
- I (Incomplete): Course work is not complete on the date that grades are recorded. After 60 days, an incomplete grade is automatically changed to an NP grade unless prior arrangements have been made with the EMBA associate dean, the faculty director, and the faculty member teaching the course.

Executive MBA Financial Information

Tuition and Fees

The cost for St. Louis Class 54 (PDF) (http://bulletin.wustl.edu/grad/business/executive/mba/financial/Billing_Schedule_EMBA_54.pdf), which begins in April 2019, is \$132,000.

The cost for St. Louis Class 55 (PDF) (http://bulletin.wustl.edu/grad/business/executive/mba/financial/Billing_Schedule_EMBA_55.pdf), which begins in September 2019, is \$137,280.

Tuition for the program is billed in five installments. The costs include all tuition and fees for the 20-month program, including textbooks, course materials, on-campus parking and hotel accommodations for all four residencies. Meals and snacks are furnished during class weekends. Career coaching and lifelong learning are two cornerstones available for all of our Executive MBA program students. Airfare to Washington, D.C., and China as well as lodging for class weekends are not included in these costs.

Tuition Refunds

Tuition refunds are determined by the program director.

Nonprofit Scholarships

To offset program costs, Olin offers a limited number of supplemental scholarships to professionals who work for nonprofit organizations. The business school considers this support to be an investment in these individuals and in the community at large. Ideal candidates are senior directors (or above) at qualified nonprofit organizations (excluding postsecondary institutions). In addition, candidates must be admitted to the Executive MBA program and provide compensation documentation, along with any materials that explain the purpose and mission of their nonprofit organization.

Employer Tuition Reimbursement or Sponsorship

Many employers provide full- or partial-tuition assistance to employees who are pursuing degrees part-time. Students should contact their organization's human resources department for specifics about what benefits are offered. Olin Graduate Financial Services is happy to provide customized invoices to assist in the processing of employer tuition benefits.

Financial Aid

Some Executive MBA students receive full or partial financial support from their organizations, but many professionals do not and need to rely on student loans or other types of financial aid. To help students attend the Executive MBA program, Olin provides a comprehensive financial aid program. These resources may be available to students regardless of their income level and assets. Please contact the Olin Graduate Financial Services office for additional information.

Contact: Olin Graduate Financial Services
Phone: 314-935-7301
Email: olinfinancialservices@wustl.edu

Executive Master of Business Administration (MBA) Shanghai

The Anheuser-Busch Foundation and Emerson are the founding sponsors of the Washington University–Fudan University Executive MBA program. Established in 2002, the program prepares senior-level professionals in China and other parts of Asia for global leadership.

Taught mainly in English, the program closely matches the content and structure of Olin Business School's Executive MBA program. Courses are taught jointly by Olin and Fudan faculty.

The partnership between the two prestigious research and academic institutions is China's first joint venture in management

education, and the degree is recognized by China's Ministry of Education.

Website: <https://olin.wustl.edu/EN-US/executive-programs/executive-mba-shanghai/Pages/default.aspx>

Degree Requirements

Executive MBA Shanghai

Credit Hours

The Executive MBA (EMBA) Program requires each student to complete 60 credit hours.

Olin Code of Conduct

All EMBA students are required to abide by the Olin Business School Code of Conduct, which pertains to topics such as academic integrity, professionalism and respect for others. It also contains guidelines and procedures for academic discipline. Failure to comply with the Code of Conduct may result in penalties up to and including expulsion.

Standard Classroom Schedule/Out-of-Class Requirements

EMBA classes meet from 8:30 a.m. until 6:00 p.m., with lunch from 12:30-1:30 p.m. The program will also periodically require students to be present for sessions during the lunch hour and in the evening.

In addition, EMBA students have significant out-of-class requirements, such as readings, team meetings, assignments, projects, exams, and so on. These requirements typically begin about four weeks prior to the first session of a course and end between two and six weeks after the final session of a course.

Time Limit

Although most EMBA students complete the MBA degree with their cohort in 20 months, there is a seven-year time limit for the completion of the MBA degree.

Executive MBA Shanghai Admissions

Eligibility

Washington University encourages and gives full consideration to all applicants for admission and financial aid without regard to race, color, age, religion, sex, sexual orientation, gender identity or expression, national origin, veteran status, disability or genetic information.

The Olin Business School is invested in recruiting, enrolling, retaining and graduating students from diverse backgrounds. Applications for admission by students from diverse backgrounds to any of our degree programs are encouraged and welcomed.

To the greatest extent possible, students with disabilities are integrated into the student population as equal members.

To be considered for admission into a graduate degree program, applicants must hold a bachelor's degree from an accredited institution prior to starting the graduate program. A student who does not hold a bachelor's degree but who is interested in pursuing the Executive MBA should reach out to the graduate admissions office for further information.

Application Process

Our application process requires the submission of a complete online application. A complete application includes the following:

- One-page resume
- Essays
- Commitment letter
- Academic transcripts
- Two professional recommendations

Executive MBA Shanghai Policies

Grading System

- HP (High Pass): Up to top 20% of any course
- P (Pass): Satisfactory performance
- LP (Low Pass): Minimum level of acceptable performance
- NP (No Pass): Performance is below passing quality

Academic Performance Standards

Academic Probation: Any student with an NP grade or more than three LP grades will be placed on academic probation. The student's case will be considered by the Academic Review Committee, and the student may face immediate academic dismissal. Grades earned in electives do not count toward the limits noted for NP and LP grades.

Graduation Eligibility: Any student with an NP grade or with more than 12 hours of LP grades is ineligible to graduate.

Study Team Performance: Effective performance in study teams is vital to success in the EMBA program. Therefore, demonstrating the capacity to work effectively in teams is mandatory for a student to remain enrolled. Failure to demonstrate effective team performance carries the same consequence as any other academic performance problem, up to and including immediate dismissal from the program.

NP Grades: In the case of an NP grade, the student will be required to retake the course or to take a preapproved equivalent course in the MBA or Professional MBA program. Graduation will be delayed until completion of the make-up course.

LP Grades: Any student earning more than one LP grade is encouraged to meet with the faculty director to determine the

underlying cause of the low grades and to develop a plan for improving performance.

Progress Toward Degree: Any student who has not received passing grades for 80 percent or more of the credit hours associated with their EMBA cohort at the end of each semester may be required to transfer to a future EMBA cohort or be dismissed from the program.

Additional Grades

- **W (Withdrawal):** Used for instances when illness or extenuating circumstances require withdrawal from a course prior to completion.
- **I (Incomplete):** Course work is not complete on the date that grades are recorded. After 60 days, an incomplete grade is automatically changed to an NP grade unless prior arrangements have been made with the EMBA associate dean, the faculty director, and the faculty member teaching the course.

Executive MBA Shanghai Financial Information

Tuition and Fees

The cost for Shanghai Class 18, which begins in May 2019, is CNY 650,000.

The cost for Shanghai Class 19, which begins in May 2020, is CNY 708,000.

Tuition for the program is billed in four installments. The costs include all tuition and fees for the 18-month program, including textbooks, course materials and hotel accommodations for all three residencies. Meals and snacks are furnished during class weekends. Career coaching and lifelong learning are two cornerstones available for all of our Executive MBA program students. The airfare for the two international residencies for class weekends is not included in these costs.

Tuition Refund

Tuition refunds are determined by the program director.

Employer Tuition Reimbursement or Sponsorship

Many employers provide full or partial tuition assistance to employees who are pursuing degrees part-time. Students should contact their organization's human resources department for specifics about what benefits are offered. Fudan University Financial Services is happy to provide customized invoices to assist in the processing of employer tuition benefits.

Executive Master of Business Administration (MBA) Mumbai

The Executive Master of Business Administration (EMBA) is a postgraduate joint-degree program offered by the Shailesh J. Mehta School of Management, IIT Bombay, India, and Olin Business School, Washington University in St. Louis, USA. It is a self-financed program for professionals with significant managerial experience in industry, banking, consulting, information technology and any other sector.

This program is an outcome of IIT Bombay's continued relationship with Washington University in the field of research collaboration and an extension of that relationship to the field of executive management education. This program has a wide scope and the ability to impart a quality education to students who will go on to contribute to society and the economy.

Website: <https://olin.wustl.edu/EN-US/executive-programs/executive-mba-mumbai/Pages/default.aspx>

Degree Requirements

Executive MBA Mumbai

Credit Structure

1. **Type of Program:** Part-time and residential
2. **Duration:** 18 months
3. **Schedule:** To complete this program, students must attend a total of 20 learning sessions, which are held each month during a residency of four days (Thursday to Sunday). Each session will involve 36 contact hours, which is equivalent to 5 credits from IIT Bombay.

Attendance

1. **Minimum Attendance:** For each course, 100% attendance is desired. The attendance requirement is 75% to earn course credit.
2. **Rules and Process of Attendance Record:** All instructors are required to declare one of the following two options (A or B) that they will adopt for the purpose of accounting the attendance of the students and for evaluating students' performance. The option chosen should be indicated in the course data as registered with the Application Software Cell (ASC). If an instructor fails to exercise the choice explicitly, Option A below is the default choice.
 - 2.1. **Option A. Drop Due to Inadequate Attendance:** If the attendance of the student, as counted with effect from the first contact hour, falls below 75% in exceptional cases of the total attendance expected, the instructor would award the student a "Drop Due to Inadequate Attendance" grade in that course. This "Drop Due to Inadequate Attendance" grade would, for the purpose of CPI calculation, be treated

as equivalent to the student dropping the course. When calculating attendance, no specific concession may be given for a lack of attendance on medical grounds. Further, if a student has an attendance rate of 75% or more, they cannot be awarded a "Drop Due to Inadequate Attendance" or treated as a withdrawal.

2.2. Option B. The Percentage Weight for Class

Participation: The instructor decides and announces in the beginning a system of percentage weight of student performance evaluation in the course that is reserved specifically for attendance and/or class participation. Penalties in the areas of attendance and/or class participation should be reflected only in this component of student performance evaluation. The percentage weight for this class participation component should range from 0 to 20 percent. Assigning a 0 percent weight for class participation automatically implies equivalence of the earlier Option A. Option B should be actively administered by the instructor.

3. **Program Orientation:** In addition to regular classes and residencies, students are required to attend a one-day orientation program that occurs prior to the first class. This day is on the class calendar.
4. **Automatic Deregistration:** Students are automatically deregistered from any courses in which they fail to meet the 75% attendance requirement without prior approval.
5. **Exemption from Deregistration:** Because the students in this program are expected to be senior people with responsible positions in their organizations, they may be permitted to sometimes miss part of a class day. To avoid automatic deregistration, they must have the prior approval of the course instructor, who will give an equivalent assignment for compensation.
6. **Retake Classes:** Students can attend a course the next time it is offered. In some cases, instructors may make themselves available for informal consultation or advice without any additional fee.
7. **Asked to Leave the Program on Attendance Ground:** Any student who misses more than two courses may be asked to leave the program.
8. **Delay in Graduation:** Graduation from the program will be delayed until the student has completed all required courses.

Medium of Instruction/Examination

1. The medium of instruction will be English.
2. Online assignments will be given to the students (prior to and after the course by the instructor) and evaluated by the faculty concerned.
3. Faculty will have the option to choose the examination pattern (e.g., open book or closed book, project, quizzes, class assignments, qualitative assessment). The pattern of examination and the mode of evaluation will be announced in advance to the students.

4. Faculty should also provide a copy of the pattern of examination and the mode of evaluation to the EMBA office.
5. Within 30 days after the final exam or assignment, faculty will provide a summary evaluation sheet to each student that describes that student's performance.
6. Students will have 15 days from the date they receive their grades to make an appeal to the faculty if they feel that the evaluation has been unfair.
7. If the issue is not resolved within a period of another 15 days after making the appeal, students can make an appeal to the PGAPEC. The decision of the PGAPEC will be final.

A change from the EMBA program to other program is not permitted.

Pattern of Courses and Credits

The courses offered for this program will involve lectures, seminars, projects, presentations, case discussions, simulations, role-playing and E-learning components.

There will also be practical training through industry and field visits. Industry visits are an integral part of students' learning, and they will be evaluated with the application of pre-announced criteria.

Credits

Based on the contact hours for each course and the credit equivalence of 5 credits per course, students will earn 100 credits for all 20 courses. In addition to the contact hours, the course structures involve considerable engagement of the faculty, which cannot be quantified and may vary from course to course.

Grade Improvement

To improve their grades, students have to re-register for the desired courses when those courses are available. The grade obtained in the subsequent course will supersede the earlier grade, and the replacement grade will be reflected in the semester grade card and the final transcript. However, due to the format of the program, awarding of the degree will be delayed.

Transfer of Course Credits Completed in Other Programs

As of now, there is no provision for such a transfer of credit.

Executive MBA Mumbai Admissions

Eligibility

Washington University encourages and gives full consideration to all applicants for admission and financial aid without regard to race, color, age, religion, sex, sexual orientation, gender identity

or expression, national origin, veteran status, disability or genetic information.

The Olin Business School is invested in recruiting, enrolling, retaining and graduating students from diverse backgrounds. Applications for admission by students from diverse backgrounds to any of our degree programs are encouraged and welcomed. To the greatest extent possible, students with disabilities are integrated into the student population as equal members.

To be considered for admission into a graduate degree program, applicants must hold a bachelor's degree from an accredited institution prior to starting the graduate program. A student who does not hold a bachelor's degree but who is interested in pursuing the Executive MBA should reach out to the graduate admissions office for further information.

Eligibility Criteria

For the Executive MBA Mumbai program, applicants must have a minimum of seven years (84 months) of work experience, five years (60 months) of which must be managerial work experience.

Application Process

Our application process requires the submission of a complete online application. A complete application includes the following:

- One-page resume
- Statement of purpose
- Essays
- Commitment letter
- Academic transcripts
- Two professional recommendations

Executive MBA Mumbai Policies

Grading System

- HP (High Pass): Up to top 20% of any course
- P (Pass): Satisfactory performance
- LP (Low Pass): Minimum level of acceptable performance
- NP (No Pass): Performance is below passing quality

Academic Performance Standards

Academic Probation: Any student with an NP grade or more than three LP grades will be placed on academic probation. The student's case will be considered by the Academic Review Committee, and the student may face immediate academic dismissal. Grades earned in electives do not count toward the limits noted for NP and LP grades.

Graduation Eligibility: Any student with an NP grade or with more than 12 hours of LP grades is ineligible to graduate.

Study Team Performance: Effective performance in study teams is vital to success in the EMBA program. Therefore,

demonstrating the capacity to work effectively in teams is mandatory for a student to remain enrolled. Failure to demonstrate effective team performance carries the same consequence as any other academic performance problem, up to and including immediate dismissal from the program.

NP Grades: In the case of an NP grade, the student will be required to retake the course or to take a preapproved equivalent course in the MBA or Professional MBA program. Graduation will be delayed until completion of the make-up course.

LP Grades: Any student earning more than one LP grade is encouraged to meet with the faculty director to determine the underlying cause of the low grades and to develop a plan for improving performance.

Progress Toward Degree: Any student who has not received passing grades for 80 percent or more of the credit hours associated with their EMBA cohort at the end of each semester may be required to transfer to a future EMBA cohort or be dismissed from the program.

Additional Grades

- W (Withdrawal): Used for instances when illness or extenuating circumstances require withdrawal from a course prior to completion.
- I (Incomplete): Course work is not complete on the date that grades are recorded. After 60 days, an incomplete grade is automatically changed to an NP grade unless prior arrangements have been made with the EMBA associate dean, the faculty director, and the faculty member teaching the course.

Executive MBA Mumbai Financial Information

Tuition and Fees

The cost for the Executive MBA Mumbai program is INR 3,900,000.

Tuition for the program is billed in four installments. The costs include all tuition and fees for the 18-month program, including textbooks, course materials and hotel accommodations for all three residencies. Meals and snacks are furnished during class weekends. Career coaching and lifelong learning are two cornerstones available for all of our Executive MBA program students. The airfare for the two international residencies for class weekends is not included in these costs.

Tuition Refund

Tuition refunds are determined by the program director.

Employer Tuition Reimbursement or Sponsorship

Many employers provide full or partial tuition assistance to employees who are pursuing degrees part-time. Students should contact their organization's human resources department for specifics about what benefits are offered. Shailesh J. Mehta School of Management Financial Services is happy to provide customized invoices to assist in the processing of employer tuition benefits.

Doctoral Degrees

Olin Business School offers both the Doctor of Business Administration (DBA) program and the PhD program. Detailed information can be found for each program by visiting the appropriate pages of this Bulletin as well as the Olin website:

- DBA Program (p. 46) / DBA Program on the Olin website (<https://olin.wustl.edu/EN-US/academic-programs/dba-in-finance/Pages/default.aspx>)
- PhD Program (p. 46) / PhD Program on the Olin website (<https://olin.wustl.edu/EN-US/academic-programs/PhD/Pages/default.aspx>)

Doctor of Business Administration (DBA)

The Olin Business School Doctor of Business Administration (DBA) degree program offers a collaborative atmosphere centered on industry-relevant applied research in finance (<https://olin.wustl.edu/EN-US/academic-programs/dba/Pages/Curriculum.aspx>) or marketing (<https://olin.wustl.edu/EN-US/academic-programs/dba/Pages/marketing.aspx>). This advanced graduate program crosses traditional boundaries and provides students with the opportunity — under the guidance of Washington University faculty — for structured course work along with focused independent scholarly reading and research on important issues relating to business.

The Olin DBA program is a 72-credit-hour doctoral degree designed for individuals with a serious interest in finance or marketing research who wish to pursue graduate study on either a part-time or full-time basis. A DBA is an advanced graduate degree that differs from a traditional PhD and extends beyond the fundamental foundation of a master's degree to develop the necessary skills to conduct applied research. The DBA differs from a master's degree and a PhD in a number of ways, including the scope of study, the approach to research, and essentially the definitive outcome.

The Olin DBA is a practitioner's doctoral degree designed to meet the needs of the researching professional rather than the professional researcher. While a PhD is intended for those who wish to pursue research careers in academia, the DBA involves extended graduate study beyond a master's degree for those

who wish to pursue careers in corporations, consulting firms or government agencies that can benefit from advanced research skills for the analysis of business problems. The research capabilities developed in the DBA programs for finance and marketing are of a more applied nature, with more immediate real-world applicability than the typical research pursued in the PhD program. Unlike the PhD program, the DBA program is aimed at those who are working in industry and who may continue to work during their enrollment in the program.

Contact: Erin Murdock
Phone: 314-935-6340
Email: murdockel@wustl.edu
Website: <https://olin.wustl.edu/EN-US/academic-programs/dba-in-finance/Pages/default.aspx>

Degree Requirements

The completion of the DBA program requires 72 credit hours of graduate course work. In addition, DBA students must maintain satisfactory academic progress; pass examinations and paper requirements; and write, submit and defend a doctoral thesis. All students are expected to finish the program within four years on a full-time basis or within five to six years on a part-time basis.

Required studies include course work and a written doctoral thesis as follows:

- 48 credit units for course work
- 24 credit units for a doctoral thesis

Qualifying Exams

Comprehensive field examinations should be completed within six months of the conclusion of required course work (normally within two to three years). The examination committee will be composed of the faculty adviser and two other faculty members.

Doctoral Thesis

After completing 48 units of DBA course work and passing the qualifying exams, the student will begin research for their doctoral thesis. A DBA student will prepare their thesis proposal in consultation with their faculty adviser and with the approval of the research advisory committee and the program director. The completed doctoral thesis will be defended in an oral presentation to the advisory committee. The committee will assign either a passing grade or a failing grade, or they may ask for revisions to be made so that the student may receive a passing grade.

Doctor of Philosophy (PhD) in Business

Washington University's Olin Business School is one of the nation's leading research institutions, with a faculty whose research productivity consistently ranks among the highest

in the business school community. Olin faculty members are recognized the world over for their important contributions to the creation of new knowledge. We also take great pride in our commitment to excellence in teaching.

Our PhD students are guided by highly productive researchers who are among the nation's top scholars. Faculty work closely with students to help them hone their research skills, often building one-on-one mentoring relationships that include the co-authoring of research papers.

The development of strong problem-solving skills equips our students to strategically address complex, unstructured business issues that result in innovative thinking and new ideas for research that have value to the academic community and application in the business world.

Olin's PhD program in business provides the following:

- A challenging core curriculum and a strong background in basic disciplines
- Emphasis on collaborative relationships between faculty and students, which enhances the educational process and the search for the student's first faculty appointment
- Personalized advising for the successful completion of PhD program requirements and a customized course of study that fits the student's particular area of interest
- A collegial network built on mutual respect and a shared school of thought
- A competitive edge in the business education market

Contact: Erin Murdock
Phone: 314-935-6340
Email: murdockel@wustl.edu
Website: <http://olin.wustl.edu/EN-US/academic-programs/PhD>

Degree Requirements

PhD in Business Administration

PhD students must complete 36 credit hours; maintain satisfactory academic progress; pass certain examinations; fulfill residence and teaching requirements; and write, defend and submit a dissertation.

Upon the successful completion of business PhD study, the student is awarded a PhD from the Graduate School at Washington University.

Core Foundation

- A strong foundation in microeconomics or psychology, probability & statistics, and quantitative methods
- Exposure to the student's area of specialization and the required research tools
- Successful completion of the core exam

Specialization

- Courses in one or more areas of study
- In-depth knowledge in the chosen field
- Active association with the research process through faculty mentoring
- Completion of the field exam

Research

- Participation with faculty in research activities
- Research paper presentation
- Individual research pursuing a specialized topic of interest
- Preparation and defense of the dissertation

Doctoral Program Admissions

The DBA program and the PhD program have different admissions guidelines and deadlines. Please visit the admissions criteria pages online for more detailed information:

- DBA Program Admissions Information (<https://olin.wustl.edu/EN-US/academic-programs/dba/Pages/Admissions.aspx>)
- PhD Program Admissions Information (<https://olin.wustl.edu/EN-US/academic-programs/PhD/admissions/Pages/default.aspx>)

Doctoral Program Policies

The DBA program and the PhD program are separate programs, and they have different policies and guidelines. Please visit the program pages for more information. Links to each program's *Bulletin* can be found below. Each program's *Bulletin* is updated prior to the beginning of the academic year.

- DBA Program Bulletin (PDF) (<https://olin.wustl.edu/docs/PhD/Olin%20DBA%20Bulletin.pdf>)
- PhD Program Bulletin (PDF) (<https://olin.wustl.edu/docs/PhD/Olin-PhD-bulletin.pdf>)

Doctoral Program Financial Information

Tuition and Fees

Doctor of Business Administration in Finance

Students enrolled in the DBA program will be charged tuition based on the number of credit units of enrollment per semester. Tuition for the 2019-20 academic year is \$1,810 per credit hour. Tuition rates change annually in the summer and will be updated on this site. We do not offer specific scholarships or special financial aid packages. However, financing in the form of student loans and work study may be available. All applicants are eligible

to apply for financial aid. Applicants are also encouraged to seek private scholarships.

Doctor of Philosophy Fellowships

Enrolled PhD students who are making satisfactory progress in the program are guaranteed financial support for five years. This includes full tuition remission plus a stipend for living expenses distributed over 12 months. The annual stipend for students entering the PhD program in the fall of 2019 is \$35,000. All applicants are automatically considered for Olin Business School fellowships; no separate application is required. New applicants are encouraged to apply for other fellowships with generous stipends that are available to outstanding new students at Washington University, including the Mr. & Mrs. Spencer T. Olin Fellowship for Women in Graduate Study and the Chancellor's Graduate Fellowship Program for students who bring diversity to the graduate program.

Fees

Washington University has a health insurance requirement for all full-time, degree-seeking students. Under this requirement, students must either purchase the Washington University Student Health Insurance Plan or prove that they have adequate coverage through another plan. If a student does not demonstrate that they have adequate coverage from another plan, the student will be automatically enrolled in the Washington University student plan and billed accordingly.

Tuition Refund

Tuition refunds are determined by the program director.

Financial Aid

The Olin Graduate Financial Services office administers all forms of financial assistance available through Washington University. The sources of aid include institutional scholarships, the Stafford Loan program and the Grad PLUS Loan program. Students are also able to apply for educational loans through private banks. These resources may be available to students regardless of their income level and assets. Please contact the Olin Graduate Financial Services office for additional information:

Contact: Olin Graduate Financial Services
Phone: 314-935-7301
Email: olinfinancialservices@wustl.edu

Administration

Olin Leadership

Mark P. Taylor
Dean, John M. Olin School of Business
Professor of Finance

Todd Milbourn

Vice Dean, John M. Olin School of Business
Hubert C. & Dorothy R. Moog Professor of Finance

Area Chairs

Mariagiovanna Baccara

Associate Professor of Economics

Bill Bottom

Joyce and Howard Wood Distinguished Professor of
Organizational Behavior

Tat Chan

Professor of Marketing

Ling Dong

Professor of Operations & Manufacturing Management

Ohad Kadan

Associate Dean for Global Degree Programs
H. Frederick Hagemann, Jr. Professor of Finance

Anne Marie Knott

Robert and Barbara Frick Professor of Business

Xiumin Martin

Associate Professor of Accounting

Fuqiang Zhang

Professor of Operations & Manufacturing Management

Interdisciplinary Opportunities

Washington University offers courses through interdisciplinary programs that include studies in a variety of disciplines that cross traditional academic boundaries and support academic areas outside of the schools.

- A limited opportunity for some Washington University students to enroll in courses at Saint Louis University and the University of Missouri-St. Louis is available through the Inter-University Exchange Program (p. 49).
- The Skandalaris Center (p. 50) offers co-curricular programming and practical, hands-on training and funding opportunities to students and faculty in all disciplines and schools.

Inter-University Exchange Program

The Inter-University Exchange (IE) program between Washington University, Saint Louis University (SLU) and the University of Missouri-St. Louis (UMSL) began in 1976 as an exchange agreement encouraging greater inter-institutional cooperation at the graduate level. Over time, this program has evolved to include undergraduate education. The basic provisions of the original agreement are still in place today, and participation continues to be at the discretion of each academic department or unit.

At Washington University, there are several schools that **do not participate** in this program (i.e., degree-seeking students in these schools are not eligible to participate in the IE program, and courses offered in these schools are not open to SLU and UMSL students attending Washington University through the IE program). They are the School of Law, the School of Medicine, University College and the Summer School. The Washington University schools that are open to participation in the IE program may have specific limitations or requirements for participation; details are available in those offices.

The following provisions apply to all course work taken by Washington University students attending SLU or UMSL through the IE program:

- Such courses can be used for the fulfillment of degree or major requirements. (Students should consult with their dean's office for information about how IE course work will count toward their grade-point average, units and major requirements.)
- Such courses are not regularly offered at Washington University.
- Registration for such courses requires preliminary approval of the student's major/department adviser, the student's

division office or dean, and the academic department of the host university.

- Students at the host institution have first claim on course enrollment (i.e., a desired course at SLU or UMSL may be fully subscribed and unable to accept Washington University students).
- Academic credit earned in such courses will be considered as resident credit, not transfer credit.
- Tuition for such courses will be paid to Washington University at the prevailing Washington University rates; there is no additional tuition cost to the student who enrolls in IE course work on another campus. However, students are responsible for any and all fees charged by the host school.
- Library privileges attendant on enrolling in a course on a host campus will be made available in the manner prescribed by the host campus.

Instructions

Washington University students must be enrolled full-time in order to participate in the IE program and have no holds, financial or otherwise, on their academic record at Washington University or at the host institution.

1. The student must complete the IE program application form. Forms are available from the Office of the University Registrar and on its website (link below).
2. The student must provide all information requested in the top portion of the form and indicate the course in which they wish to enroll.
3. The student must obtain the approval signature of the professor teaching the class or the department chair at SLU or UMSL, preferably in person.
4. The student also must obtain the approval signatures of their major adviser at Washington University and the appropriate individual in their dean's office.
5. Completed forms must be submitted to the Office of the University Registrar in the Women's Building a minimum of one week before the start of the term.

Course enrollment is handled administratively by the registrars of the home and host institutions. Washington University students registered for IE course work will see these courses on their class schedule and academic record at WebSTAC under departments I97 (SLU) and I98 (UMSL). Final grades are recorded when received from the host institution. The student does not need to obtain an official transcript from SLU or UMSL to receive academic credit for IE course work at Washington University.

Contact: Office of the University Registrar
Phone: 314-935-5959
Email: registrar@wustl.edu
Website: <http://registrar.wustl.edu/student-records/registration/the-inter-university-exchange-program>

Skandalaris Center for Interdisciplinary Innovation and Entrepreneurship

The Skandalaris Center for Interdisciplinary Innovation and Entrepreneurship (<http://skandalaris.wustl.edu>) is the place on campus *Where Creative Minds Connect*.

Mission

The Skandalaris Center aims to inspire and develop **creativity, innovation, and entrepreneurship** at Washington University in St. Louis.

Who We Serve

Our initiatives serve all Washington University students, alumni, faculty, staff, and, on occasion, the community. We call this the **SC Network**.

Our Initiatives

Our initiatives are divided into three parts:

1. **Get Connected** (p. 50)
2. **Get Trained** (p. 50)
3. **Get Funded** (p. 50)

Get Connected

A great way to get started in creativity, innovation, and entrepreneurship at Washington University is to get connected with peers and various resources:

Join a Student Group or Fellowship

There are 14 student organizations committed to various aspects of creativity, innovation, and entrepreneurship. Some are limited to undergraduate or graduate student participation, and some support all.

- Visit our Student Organizations webpage (<https://skandalaris.wustl.edu/get-connected/student-orgs>).

Join the Skandalaris Center Email List

The email newsletter is the most up-to-date and complete record of upcoming opportunities.

- Join the email list (<https://skandalaris.wustl.edu/get-connected/stay-connected-with-skandalaris>).

Get Trained

The Skandalaris Center offers many programs that provide real-world, practical training in creativity, innovation, and entrepreneurship. Below are a few program examples:

1. **Summer Entrepreneurial Internship Program** (<http://skandalaris.wustl.edu/training/internship>)
This 10-week summer program offers undergraduate students in any school the opportunity to experience entrepreneurship in a real-world setting through a paid internship at an early stage startup. Each week on Wednesdays, students participate in unique activities, including site visits to startups or co-working spaces, panel discussions, and visits to St. Louis neighborhoods. Applications generally run from early January to early February each year.
2. **Student Entrepreneurial Program (StEP)** (<http://skandalaris.wustl.edu/training/step>)
StEP provides a unique opportunity for students to own and operate a business on or off campus. Student owners can supplement the valuable business and entrepreneurial skills they learn in the classroom while gaining real-world experience as they manage and lead their own businesses.
3. **IdeaBounce®** (<https://skandalaris.wustl.edu/training/ideabounce>)
IdeaBounce® is both an online platform and an event for sharing venture ideas and making connections. This is an opportunity for participants to pitch their idea (no matter how "fresh"), get feedback on it, and make connections. In-person events happen around twice per semester.
4. **The Hatchery** (<http://skandalaris.wustl.edu/training/hatchery>)
Various schools at Washington University offer entrepreneurial training for credit. One such course is The Hatchery (Business Planning for New Enterprises). It is offered by the Olin Business School in both the fall and spring semesters, and it is open to all students at the university.
Students form teams around a commercial or social venture idea proposed by a student or community entrepreneur. The deliverables for the course include two presentations to a panel of judges and a complete business plan. The deliverables in the course are similar to the deliverables in the Skandalaris Center's business plan competitions and can be a valuable first step toward competitions and funding for a new venture.

Get Funded

The Skandalaris Center offers the following business plan competitions for Washington University students:

The Suren G. Dutia and Jas K. Grewal Global Impact Award (GIA) (<http://skandalaris.wustl.edu/funding/global-impact-award>)

The GIA awards scalable, impactful, quick-to-market Washington University-affiliated startups.

- **Who Can Apply:** Washington University students, postdocs, residents, and recent alumni
- **Award:** Up to \$50K

Skandalaris Venture Competition (SVC) (<https://skandalaris.wustl.edu/funding/skandalaris-venture-competition>)

The SVC provides expert mentorship to new ventures and startups to ready them for commercializing their idea, launching, and pitching to investors.

- **Who Can Apply:** Current Washington University students
- **Award:** Up to \$15K

Learn More

Please contact the Skandalaris Center (<https://skandalaris.wustl.edu/contact-us>) for additional information about all programs. We're excited to hear from you!

Phone: 314-935-9134
Email: sc@wustl.edu
Website: <http://skandalaris.wustl.edu>

Index

A

About This Bulletin	3
About Washington University in St. Louis	4
Academic Calendar	4
Administration, Business, Graduate	48
Admissions, Business, Graduate, Doctoral Degrees	47
Admissions, Business, Graduate, Master's Degrees	27

B

Business School, Graduate	14
---------------------------------	----

C

Campus Resources	5
------------------------	---

D

Degrees Offered, Business, Graduate	21
Doctor of Business Administration (DBA)	46
Doctoral Degrees, Business	46

E

Exchange Programs, Business, Graduate	39
Executive Degrees, Business, Graduate	39

F

Financial Information, Business, Graduate, Doctoral Degrees ..	47
Financial Information, Business, Graduate, Master's Degrees ..	38

G

GMF	27
-----------	----

I

Inter-University Exchange Program, Graduate	49
Interdisciplinary Opportunities, Graduate	49

M

MACC	24
Master's Degrees, Business	22
MBA, Executive	39
MBA, Executive, Admissions	40
MBA, Executive, Financial Information	41
MBA, Executive, Mumbai	43

MBA, Executive, Mumbai, Admissions	44
MBA, Executive, Mumbai, Financial Information	45
MBA, Executive, Mumbai, Policies	45
MBA, Executive, Policies	40
MBA, Executive, Shanghai	41
MBA, Executive, Shanghai, Admissions	42
MBA, Executive, Shanghai, Financial Information	43
MBA, Executive, Shanghai, Policies	42
MBA (Full-Time)	22
MBA, Professional (Part-Time)	23
MSA	24
MSFC	26
MSFQ	25
MSFWAM	26
MSSCM	24

P

PhD in Business	46
Policies, Business, Graduate, Doctoral Degrees	47
Policies, Business, Graduate, Master's Degrees	27
Policies, Washington University	8

S

Skandalaris Center, Graduate	50
------------------------------------	----

T

Trustees & Administration	4
---------------------------------	---

U

University Affiliations	13
-------------------------------	----