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LFGSM Directory

Academics

EVP of Educational Programs and Solutions		847-574-5270
Dean of Faculty Relations and Degree Programs		847-574-5212
Dean, Corporate Learning Solutions		847-574-5230
Registrar	Registrar@LFGSM.edu	847-574-5208
Academic Technology/Learning Management System	support.LFGSM.edu	866-471-4249

Admissions

Immersion MBA (iMBA)	www.Immersion.LFGSM.edu/Admissions.aspx	800-890-7340
Leadership MBA (LMBA)	www.BroadThinkersRiseHigher.com	847-574-5240
Graduate Leadership Certificate		847-574-5240

Business Office

Financial Aid		847-574-5228
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KEYS™

Career Services		847-574-5188
Student Services		847-574-5236
ASSIST (Assistance for Students In Sudden Transition)		847-574-5236

Philosophy and Mission Statement

Welcome to Lake Forest Graduate School of Management (LFGSM), a community of successful business professionals highly motivated to advance careers and improve organizations through lifelong graduate business education. If your professional goals include advancing, transitioning or launching your career through a richer understanding of the key areas of business and leadership, consider the benefits of joining our business community and earning an LFGSM MBA or Graduate Leadership Certificate.

LFGSM's Mission, Vision, Edge, and Accreditation

Our Mission

We are an independent, not-for-profit, accredited business management education enterprise dedicated to improving the competence, confidence, and ability of working professionals and organizations to make significant business contributions that lead to outstanding and measurable results.

Our Vision

To be the preferred business management education choice and the standard against which other providers are measured.

Our Edge

We distinguish ourselves by delivering collaborative degree and non-degree business management education that is contemporary in content, relevant to the workplace, led by proven business leaders, and designed and facilitated to make a business impact. For our students, the LFGSM edge is our learning and teaching philosophy of utilizing the Leadership Learning™ model and KEYS™, two unique learning approaches expressly designed to ensure that our students master management competencies, apply that mastery immediately to real business problems, and achieve business impact.

Our Accreditation

Since 1978, LFGSM has been continually accredited by the Higher Learning Commission (HLC), a Commission of the North Central Association of Schools and Colleges. HLC is one of six regional accrediting bodies for higher education in the United States and is recognized by the U.S. Department of Education. To maintain accreditation, the School participates in the HLC's Academic Quality Improvement Program (AQIP), a continuous improvement process. This is a voluntary, rigorous program modeled after well-known state and national quality programs. The School was approved by HLC in December 2011 to offer its MBA program online.

LFGSM's Strong Business Community Connection

Since its founding in 1946, LFGSM has strengthened and expanded its ties to the business community through affiliations with leading business organizations. Our alumni, faculty, and Board members hold important management positions at leading companies. Moreover, LFGSM's Business Advisory Council (BAC) provides ongoing counsel to LFGSM, and advances LFGSM's relationship-building efforts in the business community. In fact, under the KEYS™ program, students are provided a volunteer alum mentor who supports them with the type of feedback and guidance that can only come from someone who has walked in their shoes. Finally, LFGSM's management team is comprised of seasoned business leaders who bring extensive, hands-on experience to everything we do.

I hope that the insights above, combined with the information provided on the following pages, will help you determine your personal selection criteria and make the right decision regarding your graduate management education.



Christopher C. Multhauf
Executive Vice President
Educational Programs and Solutions

History of Lake Forest Graduate School of Management

In 1946, LFGSM was created to respond to an acute shortage of broadly trained management personnel. The post-World War II economy was growing rapidly; while seasoned people were available, they lacked the breadth of experience necessary to qualify them for increasing responsibility.

To address the issue, three leading Illinois companies – Abbott Laboratories, Fansteel Metallurgical Corporation, and Johns-Manville Products Corporation – joined with Lake Forest College to form the Lake Forest College Industrial Management Institute (IMI). IMI provided practical, applicable management knowledge and experience to help managers meet rapidly changing business needs.

As the program grew, IMI evolved into Lake Forest Graduate School of Management. In the 1960s, LFGSM became the independent, non-profit graduate school of management that it is today. In 1978, LFGSM reached the achievement of being accredited by the Higher Learning Commission (HLC). A year later, the Illinois Board of Higher Education (IBHE) recognized LFGSM as a Master of Business Administration (MBA)-granting institution.

From this beginning, LFGSM has grown to be one of the largest graduate management programs in the Midwest. Today, the only degree we offer is the MBA, with programs specifically tailored for experienced business professionals and individuals who are new to business. Our Leadership MBA program for experienced business professionals is one of the Midwest's oldest and largest MBA programs and is specifically designed for accomplished professionals who want to develop strong management and leadership skills and a broader perspective of critical business functions in order to advance their careers.

LFGSM specifically designed a new Immersion MBA (iMBA) program for aspiring business leaders who typically have limited business experience and want to develop a wide range of business skills to ignite or transition their careers. This totally online program immerses aspiring leaders in simulated workplace scenarios that rapidly prepare them for the complexities of the business world.

Business professionals and functional experts motivated to be leaders can earn graduate-level certificates in Change Management, Strategy and Execution, and/or Management Analytics as they complete their Leadership MBA degree. In addition, our Corporate Learning Solutions (CLS) group is committed to providing high-quality, non-degree, graduate-level business management education. CLS derives a portion of its content, faculty, and course delivery from LFGSM MBA programs. Equally important, the insight that CLS gains into emerging business trends contributes to the continuous updating of the MBA Program curriculum.

LFGSM continually works to improve the quality, relevance, and depth of the graduate-level business education programs. We are committed to conducting routine outcome studies as well as determining if the learning approach is providing the desired impact. We also work with the business community and maintain a dynamic dialogue with business leaders to continually reinforce our connection to the constituents we serve. These strong, reciprocal relationships are extremely important to the continued viability of the LFGSM MBA and CLS programs.

LFGSM was ahead of its time when it started; our unique adult educational philosophy, Leadership Learning™, KEYS™ curriculum design, content, and delivery are quite distinct from other schools. Since 1946, LFGSM has offered a business management program taught by business leaders to working professionals that focuses on practical, relevant education that could be immediately applied in the workplace. This differs significantly from traditional programs which tend to rely on tenured faculty and business theory as the primary components of their programs.

Today, a key point in our differentiation – and an important component in the delivery of our business management education – is our faculty of successful business professionals. We prefer a part-time faculty comprised of business professionals because of the value of their real-life experiences. This experiential approach helps our students directly relate class material to actual business situations and be able to transfer learning to their workplace. Faculty members bring a high level of strategic perspective honed from years of work experience, a facilitative style leveraged by cutting-edge educational technology, and a passion to develop their student's business and leadership competencies. Their active participation in business provides an understanding of the evolving needs and complexities of today's organizations.

LFGSM continually seeks out the most current business thinking and experiential educational elements to integrate into our MBA course content and delivery, and our mission requires us to ensure that our graduates know how to properly apply it. Faculty members serve as subject matter experts, instructional designers, and course facilitators to develop and deliver curricula that address not only current business management theory and the School's competencies, but also the critical skills that students will find essential to launch and advance their careers. These competencies and skills are best summarized by LFGSM's belief that "Broad Thinkers Make Strong Leaders" and our emphasis to "Know the Business, Relate to People, and Deliver Results."

Students value our close ties to the business community. This is a primary reason they choose our graduate leadership programs. Our Leadership MBA and graduate-level Leadership Certificate students are typically "functional experts" — working professionals with a specific area of deep business expertise and a strong desire to advance their careers through a graduate-level general management education. These functional experts include research scientists, engineers, sales and marketing professionals, IT professionals, and human resource specialists looking to broaden their business knowledge and perspective.

Our iMBA students are newer to business – aspiring business leaders who want to develop a wide range of business skills to ignite or transition their careers – or professionals who have been in non-business roles and want to transition to the business world.

All LFGSM students have substantial workplace responsibilities and, in many cases, significant family and social obligations. These students have found that LFGSM has specifically tailored course delivery to balance the difficult and often competing demands of graduate education, work, social responsibilities, and family responsibilities.

LFGSM students are part of a larger community of business professionals that provides valuable guidance and support throughout the program and after graduation. LFGSM follows a customer-intimate value proposition which, in addition to our educational model, has been a key factor in our success. Customer intimacy is ingrained in our culture and an integral part of how we do business. This value defines our decisions and describe our mindset — they are also the foundation of our culture and differentiate us in the marketplace.

LFGSM Scholarship Learning and Teaching Philosophy in Action: KEYS™ and Leadership Learning™ At LFGSM, we optimize your MBA experience by giving you the competence you need to become a business leader, and the confidence to apply your new knowledge and skills to your unique workplace challenges. We do this through our distinctive approaches to management education: KEYS™ and Leadership Learning™. These "preparations for success" ready you to take full advantage of the opportunities available to develop your competence, confidence, and ability to make significant contributions to your organization.

LFGSM is a unique, highly collaborative, and innovative business community dedicated to helping functional experts and aspiring professionals achieve the competencies needed to launch or advance their careers and increase their contributions to the organizations for which they work. Recognizing that not all students are the same, LFGSM provides flexible degree program options which match each student's extent of business experience, as well as his or her preferred delivery method and learning style.

KEYS™: Key Elements of Your Success

More than 8,000 LFGSM MBA alumni have been offered access to new career opportunities, leadership insights, broadened perspectives, and a powerful business community. Access leads to impact and, at LFGSM, we introduce you to the "keys" when you enroll.

KEYS to Your Academic Success

Program Kick-Start

- Digital Literacy
- Communication and Teams
- Finance Fundamentals
- Critical Thinking

All LFGSM MBA students kick-start the learning process by completing self-paced online modules that strengthen skills in the areas that we consider fundamental to business success. These modules prepare students to immediately apply what they learn in the classroom.

Mentoring

We recognize that returning to school presents many challenges to our business professional students—how exactly do you balance your family, work and, now, educational responsibilities? New students are matched with an experienced alum volunteer mentor who guides you through this transition and provides guidance and support.

Tutoring

Working professionals are confident experts in their careers, but sometimes need help in MBA classes that are out of their professional experience and comfort zone. For that reason, we offer tutoring services in classes like accounting.

KEYS to Your Professional Success

Measurement Tools for Self-Assessment/Awareness

LFGSM's programs are all about impact and individualization. Our program integrates important self-assessment tools so students can objectively understand their strengths and challenges, gauge their progress in mastering new professional competencies, and self-awareness tools and exercises to allow them to identify their leadership style so they can customize workplace strategies and behaviors that fit their personality. All along the way, students will be able to measure the difference your LFGSM experience is having on their job, career and life.

Networking Events & LFGSM Business Community Access

As an LFGSM MBA student, your network of accomplished professionals is vast and powerful – and because we know how important your network can be to your career, we don't leave the connections up to chance. We offer our students regular networking events, access to powerful online social networks, and the tools and strategies for developing a virtual "board of advisors" from among their classmates, faculty, Business Advisory Council members, and alumni colleagues.

Career Services

Earning an MBA at LFGSM is not just about job security – it's about career security. Our MBA students are provided with career services to help them grow in their own organizations, find new opportunities, and develop career strategies at critical junctures in their journey.

ASSIST™ (Assistance for Students in Sudden Transition) Program

LFGSM also offers support during career transition, including financial support for students who lose their jobs during the pursuit of their MBA. LFGSM doesn't just offer a degree experience to its students; we become your career partner for life.

The ASSIST program is designed to help students who have experienced a sudden, unexpected job loss by positioning them for a powerful career rebound through education, financial scholarships, and counseling. As a not-for-profit organization, LFGSM is driven to give back and contribute to the enrichment of our community.

Leadership Learning™

LFGSM's Leadership Learning™ approach provides innovative, affordable and accessible business management education solutions that address emerging business challenges and get measurable business results. Our learning environment — whether in the classroom or online — is about experience, providing a practical approach to business management education that enables our students to "learn it today and use it tomorrow." Our MBA and Leadership Certificate programs are competency-based, action-focused and use a variety of experiential learning methods that are directly linked to the capabilities companies need to face the dynamic global complexities of today's business environment. Whether you choose our Immersion MBA (iMBA), our Leadership MBA (LMBA), or a Graduate Level Leadership Certificate, you get a rigorous graduate education and relevant learning that you can put to use right away.

LFGSM's Leadership Learning™ elements consist of the following:

- **COMPETENCE:** LFGSM's students develop competence through coursework built around the exploration of three key leadership components: Know the Business, Relate to People, and Deliver Results. LFGSM's graduate-level programs are composed of core and elective courses designed to address contemporary business issues. The curriculum incorporates these three leadership components so that they are examined in context, rather than as abstract concepts.

- **CONFIDENCE:** LFGSM's learning and teaching philosophy focuses on creating a learning environment that promotes risk taking, practice and innovation. LFGSM believes that leaders need to have a "laboratory" in which to try out ideas, develop and practice new skills, learn from mistakes, and receive feedback from knowledgeable instructors and peers. LFGSM provides the proving ground that students need to build their confidence in each competency. LFGSM provides a robust learning

environment, offering a highly practical approach to graduate management education in which LFGSM students "learn it today and use it tomorrow." LFGSM students are aspiring and experienced managers who draw not only on their own experiences but also on those of fellow students and working business leader faculty. At LFGSM, theories are tempered with reality. Ideas are tested for practicality. The result is students who are confident in their ability to apply what they are learning as they are learning it.

- **CONTRIBUTION:** LFGSM's Leadership Learning™ approach centers on the advancement of students' practical business skills, capabilities, and competencies in a way that can directly affect their organizations. It delivers its full impact when students apply what they learn to real business situations in a way that gets measurable business results. LFGSM measures success in meeting this goal, from the affective level (how our students rate the relevancy and practicality of coursework) to the results level (how students make a difference in their organizations). Leadership Learning™ is provided through a range of flexible program options which match each student's business experience, career goals, preferred delivery method, and learning style.

Consider Your Graduate Management Program Options

GRADUATE-LEVEL PROGRAM	Immersion MBA (iMBA)	Leadership MBA (LMBA)	Graduate Level Leadership Certificates
STUDENT PROFILE	Aspiring leaders who want to develop a wide range of business skills to ignite or transition their careers	Successful business professionals/functional experts who want to develop strong management leadership skills and a broader perspective of the key functions of business to speak the language of business and advance their careers	Business professionals/functional experts motivated to be leaders in Change Management, Strategy Execution, and/or Management Analytics
LEARNING STYLE	Self-directed learners who prefer a 100% online platform with a combination of self-directed learning and group discussions	Motivated learners who seek active/experiential learning in either a classroom or online setting – that encourages students to learn from each other as well as their instructors	
PROFESSIONAL WORK EXPERIENCE	Average: 1.5 years Minimum: 1 year of significant work experience (internships may qualify)	Average: 14 years Minimum: 4 years	Minimum: 4 years
PROGRAM FOCUS	Tailored for aspiring leaders Acquire the knowledge and skills in all key areas of business via scenario-based learning in an immersive/virtual reality learning platform	Builds on business professional's experience Develops leadership strengths and strategic thinking	Builds broader business acumen Develops leadership in: • Change Management • Strategy and Execution • Management Analytics
DEGREE/CREDENTIAL AWARDED & SPECIALIZATIONS AVAILABLE	Master of Business Administration (MBA) Optional Specialization: • Global Business	Master of Business Administration (MBA) Optional Specializations: • Finance • Marketing • Global Business • Healthcare Management • Organizational Behavior	Graduate Leadership Certificate Three certificates (Change Management, Strategy and Execution, Management Analytics) can be combined to constitute 75% of the MBA degree. Certificate students who complete the full admissions process may be automatically accepted into the LMBA program, and can choose to complete additional degree requirements at any time within 6 years.
PROGRAM LENGTH	18-22 months 12 core courses	18-34 months 16 courses (13 core and 3 elective)	4-8 months per certificate 4 core courses per certificate
THE FACULTY	All LFGSM programs are taught by business-leader faculty members who are: • Experienced professionals in key positions at diverse industries • Experts in the business functions they teach • Dedicated to delivering practical lessons and incorporating real workplace projects so that you can put into practice what you are learning in the classroom.		
COURSE DELIVERY OPTIONS	100% online, scenario-based	Face-to-face/tech-supported or online courses at: • Lake Forest Campus • Schaumburg classroom locations • Grayslake locations* • Select corporate locations • Online	

SCHEDULE OPTIONS	100% online program. Class "sessions" on your own schedule, with periodic scheduled calls/webinars and weekly faculty-led discussions.	<ul style="list-style-type: none"> • Weeknights • Saturdays 	<ul style="list-style-type: none"> • Weekdays • Online option
GLOBAL STUDY OPPORTUNITIES	Optional elective global study in: <ul style="list-style-type: none"> • Asia • Europe • Latin America 	Optional elective global study in: <ul style="list-style-type: none"> • Asia • Europe • Latin America 	
CAREER SERVICES AND MENTORING	Three courses in career management Creation of an E-portfolio to showcase new competencies Opportunity to work with trained volunteer business mentors Virtual professional networking events	Career development course content Mentoring Ongoing student/LFGSM business community professional networking events	

*In addition to its Schaumburg classroom location and Lake Forest campus, LFGSM often maintains classrooms in other locations to accommodate student and corporate client requirements. Contact us for a complete list of available courses and locations.

The LFGSM Teaching Philosophy: Leadership Learning™

Who We Are

We, Lake Forest Graduate School of Management (LFGSM), are a collaborative learning community dedicated solely to the advancement of business skills for business professionals. Our community is made up of business-professional students, alumni, volunteers and faculty, as well as corporate clients and donors. We are committed to supporting lifelong learning, global leadership, and measurable career and business impact.

Our unique collaborative community identifies emerging business trends and challenges, creates and supports broad leadership competencies, instills emotional connections, builds relationships and networks, encourages discovery, and contributes to professional leadership advancement for all members.

What We Teach

Our competency-based, experiential programs leverage the deep insights of our faculty, along with research-based adult learning principles. Our focus is on helping learners Know the Business, Relate to People, and Deliver Results.

Beyond learning contemporary business concepts, theories and practices, our experienced professional students develop critical thinking and leadership skills, which are manifested in advanced business acumen and more sophisticated executive decision-making capabilities. LFGSM students who are less experienced develop and practice the necessary business acumen and decision-making capabilities to fast forward their careers. All programs result in business professionals who can make significant and measurable positive contributions to their careers, their organizations, and the global community.

Our Faculty Members

LFGSM faculty members are respected, experienced business professionals leading courses within their contemporary subject matter expertise. As a group, they demonstrate a deep understanding of emerging business trends and technologies along with a student-centered passion for developing business leaders. Faculty members demonstrate their business credentials and contemporary subject matter expertise by participating in the business community, including the digital community, and by participating in LFGSM faculty development activities and other LFGSM community events.

It is by working together, engaging the students who utilize LFGSM's teaching and learning philosophy, and being lifelong learners themselves that our faculty members stimulate intellectual growth. LFGSM recognizes the vital role that our faculty members play in our community, and is committed to continuously developing their skills as effective teachers of business professionals.

Faculty are business professionals serving business professionals. They are actively engaged in our learning community by teaching in both our degree and non-degree programs, guest lecturing, and developing our curriculum.

How We Teach

The activities, materials, and learning technologies we use – both virtually and in the classroom – mirror the business world and encourage students to be forward thinking, take ownership of their learning experience, practice what they learn and engage in active participation as individuals and in teams.

Our goal is to provide opportunities for our students to directly and immediately apply their insights, supporting their ability to utilize strategic thinking concepts and tools while using technology that is present in the business environment.

LFGSM Learning Process

LFGSM believes that effective business education occurs when business-professional faculty members interact with business-professional students in a manner that incorporates research-based, best-practice teaching techniques and technologies. Accordingly, LFGSM's instructional design principles are experiential – that is, structured to allow maximum opportunities for students to learn by doing. This involves concise and relevant lectures, effective use of technology, and structured opportunities that allow students to practice, review, and learn from others. It also provides students the opportunity to integrate the skills by applying them to both simulated and real business situations.

The role of the faculty is to facilitate the learning process by bringing in relevant and contemporary examples drawn from their own experience. They provide invaluable guidance, helping learners to tie their readings and experiences to key business concepts in order to develop new competencies that lead to new capabilities in the workforce. Through informal and formal assessments of measurable learning outcomes, faculty members help the School and its students continually improve.

The Hotchkiss Scholars Program

The Hotchkiss Scholar award was established in 1984 in honor of Dr. Eugene Hotchkiss, President Emeritus of Lake Forest College and former member of Lake Forest Graduate School of Management (LFGSM) Board of Directors. Hotchkiss Scholars are selected on the basis of outstanding academic achievement and demonstrated commitment to the spirit of educational excellence. The Hotchkiss Scholar designation is the highest honor that LFGSM confers on a graduating student.

LFGSM regards the ability to understand and adapt to global management trends and the demonstration of business impact as a defining elements of management education. Consequently, since the Hotchkiss Scholarship requires that candidates display "outstanding academic achievement and demonstrated commitment to the spirit of excellence" the nature of academic achievement must be continuously updated to reflect this reality.

In the 2013-14 academic year, the Hotchkiss Scholars Program recognizes graduating students who have demonstrated the ability to integrate and apply their learning in a global context in a manner that results in measurable business impact. 2014 Hotchkiss Scholars must be adept in global business (Broad Thinkers) and engaged business leaders (Strong Leaders).

LFGSM students graduating in June 2014 who meet the following qualifications by the end of the Spring 2 Term will earn the 2014 Hotchkiss Scholars designation

1. Mastery of the ten LFGSM Core Competencies by the end of the program as evidenced by a cumulative grade point average of 3.75
2. Ability to integrate the ten LFGSM Core Competencies to solve business problems by participating in a Global Practicum course¹ and a non credit Global Practicum Base Camp²
3. Ability to implement business solutions in a manner that results in objective, measurable business impact as measured by active participation beginning in the Fall Term in a LFGSM's Research, Development and Innovation business impact study.
4. Active participation in the Hotchkiss Scholars blog³
5. Track record of consistent, meaningful contributions to the LFGSM Community as demonstrated by registration for LFGSM volunteer activity and contributions to the Class of 2014 Class Gift.

Hotchkiss Scholars will receive a Hotchkiss Scholar Medallion at the 2014 Graduation and will be recognized at the Graduation Ceremony.

The vision for the Hotchkiss Scholars Program is to encourage and celebrate LFGSM students who combine meaningful business impact, global awareness with active service to the LFGSM Community. By doing so, Hotchkiss Scholars model the highest levels of competency, confidence, and contribution to be leaders among leaders.

1. Participation in a Global Practicum trip may be waived for students with extensive, recent international professional experience with special permission of the Dean of Faculty and an alternate global travel project substituted in its place.
2. Understanding that participation in a Global Practicum trip may be a financial burden for Hotchkiss Scholar candidates; LFGSM will make available a limited number of Hotchkiss Scholarships which will be used solely to help offset the travel costs of the trip.
3. Requires registration with the Manager, Student Services by beginning of the Winter 1 Term

Benefits of the Lake Forest Graduate School of Management MBA Programs

LFGSM Programs are Designed to Advance Our Students' Careers

At LFGSM, both our curriculum and approach to teaching are grounded in the Scholarship of Learning and Teaching. In today's environment, professionals must be ready not only to adapt to change, but also to lead change. This requires a well-rounded business professional whose perspective goes beyond a single department or functional area to encompass a greater understanding of the organization's overall strategies and goals.

Our approach to the Scholarship of Learning and Teaching is grounded on the following core traits of high-potential leaders and managers:

1. Successful business leaders must have a fundamental understanding of all aspects of their organization's business
2. Successful business leaders must be able to communicate, negotiate, and work with people at all levels throughout the organization
3. Successful business leaders must deliver results to consistently rise in an organization.

The competencies below define these core traits of success and provide the roadmap for learning in the Lake Forest MBA programs. By focusing on the most critical key business competencies, we have created a curriculum that is truly designed for today's managers and tomorrow's leaders.

Core Traits of Business Success



KNOW THE BUSINESS

- Know what drives the organization
- Have a working knowledge of core functions
- Think strategically

RELATE TO PEOPLE

- Lead, manage, and communicate confidently at all levels
- Know how to lead and work in a team
- Develop individual presence

DELIVER RESULTS

- Understand risk and take action accordingly
- Be Innovative
- Make decisions with ethical principles
- Provide value to stakeholders

Available Space/Facilities/Equipment

Classroom Locations

Leadership MBA courses and graduate-level Leadership Certificate courses are held at the Lake Forest Campus Headquarters, in Lake Forest, the Schaumburg classroom location and online.

LAKE FOREST CAMPUS: Located at 1905 West Field Court, Lake Forest, IL 60045.

SCHAUMBURG LOCATION: Located at 1300 E. Woodfield Road, Suite 600, Schaumburg, IL 60173.

iMBA courses are conducted exclusively online.

Additional Classroom Locations

Leadership MBA program and graduate-level Leadership Certificate courses are also offered in Grayslake at the Northwestern/Lake Forest Hospital and are open to all qualified professionals.

We also offer our MBA programs at three Chicago-area corporations: Allstate Insurance Company, Blue Cross Blue Shield (BCBS), and Health Care Service Corporation (HCSC). Corporate programs are open to qualified employees of the hosting corporation.

The campus and all other classroom locations are equipped with contemporary learning technology and have restrooms, vending, and break areas. The campus and all locations are overseen by the Dean of Faculty Relations & Degree Programs, to provide local support, and are additionally staffed by local campus services coordinators.

Computer Requirements Policy

LFGSM's interactive environment goes beyond the classroom, utilizing technology to advance learning on a continual basis. To maximize the educational experience and satisfy course requirements, all students are required to have unlimited access to a personal computer with Internet access. This computer must be capable of running:

- Microsoft® Office (2007 or later) including Word, Excel, and PowerPoint.
- Adobe® Acrobat Reader® (latest version; check www.adobe.com/reader)
- Java™ Runtime Environment (latest version; check www.java.com/en/download/installed.jsp)

In addition, the computer must be capable of accessing our Learning Management System. Instructions for determining whether your computer can run Blackboard can be found at:

<http://kb.blackboard.com/pages/viewpage.action?pageId=101285989>.

Internet Access: All LFGSM courses use Internet-based course management software. To access this service, you will need to have readily available Internet access. As firewalls at your place of business may prevent you from accessing Internet communication areas, we require you to obtain personal Internet provider and e-mail service.

Licensing, Accreditation and Ownership

As an independent, accredited, not-for-profit 501(c)3 business management school, the focus at LFGSM is on each student's educational interests. Students get the solid business theory they need, along with a "practice field" for sharpening their skills. Since 1979, LFGSM has received operating and degree-granting authority by the Illinois Board of Higher Education in the following regions: North Suburban, Chicago, and West Suburban. To this day, providing business education is its singular priority.

Illinois Board of Higher Education (IBHE)

431 East Adams, 2nd Floor
Springfield, Illinois 62701-1404
www.ibhe.state.il.us

888.261.2881

info@ibhe.org

LFGSM has been continually accredited by the Higher Learning Commission (HLC), a Commission of the North Central Association of Schools and Colleges, since 1978.

Higher Learning Commission (HLC)

230 South LaSalle Street, Suite 7-500
Chicago, Illinois 60604-1411
www.ncahlc.org

800.621.7440

info@hlcommission.org

HLC is one of six regional accrediting bodies for higher education in the United States and is recognized by the U.S. Department of Education. The School participates in HLC's Academic Quality Improvement Program (AQIP), a continuous improvement process, to maintain accreditation. This is a voluntary, rigorous program modeled after well-known state and national quality programs. In December 2011, HLC approved the School's initiative to offer its MBA program online.

LFGSM is licensed to operate in Washington, D.C. by the Education Licensure Commission of the District of Columbia.

LFGSM is approved to operate in Wisconsin by the State of Wisconsin/Educational Approval Board, Madison, WI.

LFGSM is approved to operate in Utah by the Department of Commerce, Utah Division of Consumer Protection, Salt Lake City, Utah.

LFGSM is approved to operate in Minnesota by the Minnesota Office of Higher Education.

Administration

LFGSM Board of Directors

Rick L. Adams, Vice President — Grainger Community Grant Program (retired), W.W. Grainger
Joan H. Bailar, Vice President & Chief Operating Officer (retired) — Advocate Health Centers
Jody C. Berns, Managing Director, Business Systems (retired) — HSBC Technology and Services
Patricia A. Coffey, Senior Vice President — Technology and Operations, Allstate Insurance Company
William J. Colbourne, Senior Vice President — Human Resources & Administration, Blue Cross Blue Shield Association
Antoinette L. Gawin, Vice President — Strategy, Baxter Healthcare Corporation
John F. Ginascol, Corporate Vice President - Global Supply, Abbott Nutrition, Abbott Laboratories
Kenneth A. Hoffman, Group President — Industrial/Global Stretch Packaging Systems, Illinois Tool Works Inc.
Warren D. Lindley, Divisional Vice President — Organizational Design & Effectiveness, Walgreen Company
Christopher Kempa, VP & General Manager, Global Business Operations, W. W. Grainger, Inc.
David M. McDonough, Chief Executive Officer (retired) — Trustmark Companies, Board Chair
Carlos M. Minetti, President Consumer Banking and Operations — Discover Financial Services
John P. Pappas, Senior Vice President — Coleman Cable, Inc.
John N. Popoli, President & Chief Executive Officer — Lake Forest Graduate School of Management
Stephen D. Schutt, President — Lake Forest College
Scott I. Shaffer, Forensic & Valuation Services Practice Leader — Grant Thornton LLP
B. Richard Surkamer, Investor and Media Advisor — Surkamer Advisers LLC
Leanna J. Walther, Divisional VP - Human Resources, Operations, AbbVie, Inc.

LFGSM Management Board

John N. Popoli, President & CEO — Lake Forest Graduate School of Management
MA, Teaching, Fairleigh Dickinson University
MA, Communications, William Paterson College
BA, Providence College

Malcolm C. Douglas, Vice President — Finance and CFO, Lake Forest Graduate School of Management
MBA, Lake Forest Graduate School of Management
Bachelor of Commerce, University of the Witwatersrand, South Africa
Bachelor of Accountancy, University of the Witwatersrand, South Africa
Chartered Accountant (South Africa)
Certified Public Accountant (Illinois)

Peter E. Drummond, Vice President — Marketing and Admissions, Lake Forest Graduate School of Management
MBA, University of Illinois
BS, Boston College
Post-MBA studies at Northwestern University, Kellogg School of Management

Gregory J. Kozak, Vice President— R&D and Innovation, Information Technology & CIO, Lake Forest Graduate School of Management
S.T.L. - Theology, University of St. Mary of the Lake
MDiv, University of St. Mary of the Lake
BS, Computer Science, Loyola University of Chicago
BA, English, Loyola University of Chicago
BS, Mathematics, Loyola University of Chicago

Kathleen M. Leck, Vice President — Corporate Learning Solutions, Lake Forest Graduate School of Management
MS, National College of Education
BA, Northeastern University
Graduate, Corporate Coach U
Certified Senior Examiner of Quality for Lincoln Award, Illinois
Certificate, Global Leadership, Thunderbird University

Christopher C. Multhauf, Executive Vice President — Educational Programs and Solutions, Lake Forest Graduate School of Management
MBA, Cornell University, S.C. Johnson Graduate School of Management
BA (honors), The University of Texas at Austin
Sloan Certificate in Hospital and Healthcare Administration
Post-MBA studies at Northwestern University, Kellogg School of Management

Stasia V. Zwisler, Vice President — Human Resources & Fundraising, Lake Forest Graduate School of Management
MA, International Affairs, The George Washington University
MA, History, University of Wisconsin-Milwaukee
BS, Economics, Carroll College

LFGSM Key Academic and Administrative Staff

Ellen McMahon, Dean of Faculty Relations and Degree Programs, Lake Forest Graduate School of Management (Lake Forest Campus Dean)
EdD, Department of Counseling, Adult and Health Education, Northern Illinois University
MBA, General Management, Dominican University
MS, Rehabilitation Administration and Counseling, Southern Illinois University
BS, Speech Pathology and Audiology, Northern Illinois University

Neil Holman, Dean - Corporate Learning Solutions, Lake Forest Graduate School of Management
PhD, Educational Technology, University of Colorado
MS, Broadcasting, City University of New York
BS, Communication Arts/Education, University of Wisconsin-Madison

Laura Barnes Paley, Director of Career Services, Lake Forest Graduate School of Management
MSEd, Higher Education & Student Affairs, Indiana University Bloomington
BA, International Relations, Minors: Russian & Italian, Boston University

Roxanne Greenberger, Manager of Student Services, Lake Forest Graduate School of Management
MAED/ADM, Master of Education, Supervision and Administration, University of Phoenix
BA, Theatre, University of Cincinnati

Kim Placentino, Director of Shared Services, Lake Forest Graduate School of Management

Chris Perlstrom, Registrar, Lake Forest Graduate School of Management
AAS, College of Lake County

Carol Modlin, Manager, Corporate Learning Solutions— Lake Forest Graduate School of Management
MBA, Lake Forest Graduate School of Management
BA, Journalism, University of Dayton
Certified PMP

Manish Shah, Senior Associate Dean, R&D and Innovation — Lake Forest Graduate School of Management
MBA, Kellogg School of Management, Northwestern University
MS, Computer Science, Illinois Institute of Technology
BS, Electrical Engineering, B.V.M, India

Faculty

Change Management

Certificate Council Leads

5100 Executive Success Skills

Mark S. Tauber
Vice President, GCG Financial
MS, Illinois State University
BS, Illinois State University

5120 Effective Leadership

Tracey L. Cantarutti
President, TLC Leadership Options Inc.
PhD, Benedictine University
MIM, Thunderbird, The Garvin School of Management
BA, University of Illinois

5160 Global Business and Diversity

Remo Picchiatti
Operating Partner, Seneca Partners
MBA, Northwestern University
BS, Drake University

5220 Leading Organizational Change

Juan J. Rocha
Partner, Dynamic Solutions Worldwide, LLC
MBA, Kellogg Graduate School of Management, Northwestern University

BS, Iberoamericana University
Corporate Learning Solutions

MBA, Lake Forest Graduate School of Management
BA, University of Illinois at Urbana-Champaign

Academic Calendar — 2013-2014 Leadership MBA and Graduate Level Certificates Immersion MBA (iMBA)

Weeknight classes at Lake Forest and Schaumburg meet from 6:30 p.m. to 10:00 p.m.

Weeknight classes at Allstate meet from 5:30 p.m. to 9:00 p.m.

Weeknight classes at BCBSA meet from 4:30 p.m. to 8:00 p.m.

Saturday morning classes at Lake Forest and Grayslake meet from 8:00 a.m. to 11:30 a.m.

Saturday afternoon classes at Lake Forest meet from 12:30 p.m. to 4:00 p.m.

Online Courses: The week starts Monday and ends on Saturday at 11:59 p.m. Central Time

5220 Leading Organizational Change
Erica Nelson
Managing Consultant, Nelson Performance Development, LLC
MA, The University of Connecticut
BA, The University of Massachusetts

5240 Strategic Management
Ron Hirasawa
President, Hirasawa & Associates
MBA, St. Mary's University
BS, University of Pennsylvania

Faculty assignments are subject to change. For a full list of LFGSM faculty, please visit <http://www.lakeforestmba.edu/academics/faculty.aspx>

Management Analytics Certificate Council Leads

5110 Accounting for Decision Making
Mike McCullough
CFO, Independence Equity Management LLC
MM, Northwestern University
BBA, University of Iowa

5140 Business Analytics and Research
Steve Rudnick
Manager, Zurich North America Commercial
MBA, Lake Forest Graduate School of Management
BS, University of Rochester

5170 Economics for Managers
Joe Stachnik
Senior Manager, JC Consulting
MBA, JD, Loyola University
ML, Northwestern University
BS, De Paul University

5190 Financial Management
Jim Deters
President, J. R. Enterprises
MBA, Ohio State University
BS, Ohio University

Strategy & Execution Certificate Council Leads

5130 Strategic Thinking
Holly Kerr
Trustee, Roy G. Kerr Foundation
MBA, Harvard University
MA, Kent State University
BA, University of North Carolina

5200 Innovation and Risk
Jean Lubert
Chief Information Officer, Schwarz Paper
MAS, University of Illinois at Urbana-Champaign
BS, University of Illinois at Urbana-Champaign

5210 Marketing
John Pappas
Senior Vice President, Coleman Cable Inc
MBA, Lake Forest Graduate School of Management
BA, Drake University

5230 Operations Management
Christopher Looby
Vice President, Agile Healthcare

MONDAY - Summer	TUESDAY - Summer	WEDNESDAY - Summer	THURSDAY - Summer	SATURDAY - Summer
July 8, 2013	July 9, 2013	July 10, 2013	July 11, 2013	July 13, 2013
July 15, 2013	July 16, 2013	July 17, 2013	July 18, 2013	July 20, 2013
July 22, 2013	July 23, 2013	July 24, 2013	July 25, 2013	July 27, 2013
July 29, 2013	July 30, 2013	July 31, 2013	August 1, 2013	August 3, 2013
August 5, 2013	August 6, 2013	August 7, 2013	August 8, 2013	August 10, 2013
August 12, 2013	August 13, 2013	August 14, 2013	August 15, 2013	August 17, 2013
August 19, 2013	August 20, 2013	August 21, 2013	August 22, 2013	August 24, 2013
August 26, 2013	August 27, 2013	August 28, 2013	August 29, 2013	August 31, 2013
MONDAY - Fall	TUESDAY - Fall	WEDNESDAY - Fall	THURSDAY - Fall	SATURDAY - Fall
September 2 – Labor Day	September 3, 2013	September 4, 2013	September 5, 2013	September 7, 2013
September 9, 2013	September 10, 2013	September 11, 2013	September 12, 2013	September 14, 2013
September 16, 2013	September 17, 2013	September 18, 2013	September 19, 2013	September 21, 2013
September 23, 2013	September 24, 2013	September 25, 2013	September 26, 2013	September 28, 2013
September 30, 2013	October 1, 2013	October 2, 2013	October 3, 2013	October 5, 2013
October 7, 2013	October 8, 2013	October 9, 2013	October 10, 2013	October 12, 2013
October 14, 2013	October 15, 2013	October 16, 2013	October 17, 2013	October 19, 2013
October 21, 2013	October 22, 2013	October 23, 2013	October 24, 2013	October 26, 2013
MONDAY - Winter 1	TUESDAY - Winter 1	WEDNESDAY - Winter 1	THURSDAY - Winter 1	SATURDAY - Winter 1
October 28, 2013	October 29, 2013	October 30, 2013	October 31, 2013	November 2, 2013
November 4, 2013	November 5, 2013	November 6, 2013	November 7, 2013	November 9, 2013
November 11, 2013	November 12, 2013	November 13, 2013	November 14, 2013	November 16, 2013
November 18, 2013	November 19, 2013	November 20, 2013	November 21, 2013	November 23, 2013
November 25, 2013	November 26, 2013	November 27, 2013	Nov. 28 Thanksgiving	November 30, 2013
December 2, 2013	December 3, 2013	December 4, 2013	December 5, 2013	December 7, 2013
December 9, 2013	December 10, 2013	December 11, 2013	December 12, 2013	December 14, 2013
December 16, 2013	December 17, 2013	December 18, 2013	December 19, 2013	December 21, 2013
MONDAY - Winter 2	TUESDAY - Winter 2	WEDNESDAY - Winter 2	THURSDAY - Winter 2	SATURDAY - Winter 2
December 23, 2013	December 24, 2013	December 25, 2013	December 26, 2013	December 28, 2013
December 30, 2013	December 31, 2013	January 1, 2014	January 2, 2014	January 4, 2014
January 6, 2014	January 7, 2014	January 8, 2014	January 9, 2014	January 11, 2014
January 13, 2014	January 14, 2014	January 15, 2014	January 16, 2014	January 18, 2014
January 20, 2014	January 21, 2014	January 22, 2014	January 23, 2014	January 25, 2014
January 27, 2014	January 28, 2014	January 29, 2014	January 30, 2014	February 1, 2014
February 3, 2014	February 4, 2014	February 5, 2014	February 6, 2014	February 8, 2014
February 10, 2014	February 11, 2014	February 12, 2014	February 13, 2014	February 15, 2014

February 17, 2014	February 18, 2014	February 19, 2014	February 20, 2014	February 22, 2014
February 24, 2014	February 25, 2014	February 26, 2014	February 27, 2014	March 1, 2014
MONDAY - Spring 1	TUESDAY - Spring 1	WEDNESDAY - Spring 1	THURSDAY - Spring 1	SATURDAY - Spring 1
March 3, 2014	March 4, 2014	March 5, 2014	March 6, 2014	March 8, 2014
March 10, 2014	March 11, 2014	March 12, 2014	March 13, 2014	March 15, 2014
March 17, 2014	March 18, 2014	March 19, 2014	March 20, 2014	March 22, 2014
March 24, 2014	March 25, 2014	March 26, 2014	March 27, 2014	March 29, 2014
March 31, 2014	April 1, 2014	April 2, 2014	April 3, 2014	April 5, 2014
April 7, 2014	April 8, 2014	April 9, 2014	April 10, 2014	April 12, 2014
April 14, 2014	April 15, 2014	April 16, 2014	April 17, 2014	April 19, 2014
April 21, 2014	April 22, 2014	April 23, 2014	April 24, 2014	April 26, 2014
MONDAY - Spring 2	TUESDAY - Spring 2	WEDNESDAY - Spring 2	THURSDAY - Spring 2	SATURDAY - Spring 2
April 28, 2014	April 29, 2014	April 30, 2014	May 1, 2014	May 3, 2014
May 5, 2014	May 6, 2014	May 7, 2014	May 8, 2014	May 10, 2014
May 12, 2014	May 13, 2014	May 14, 2014	May 15, 2014	May 17, 2014
May 19, 2014	May 20, 2014	May 21, 2014	May 22, 2014	May 24, 2014
May 26 Memorial Day	May 27, 2014	May 28, 2014	May 29, 2014	May 31, 2014
June 2, 2014	June 3, 2014	June 4, 2014	June 5, 2014	June 7, 2014
June 9, 2014	June 10, 2014	June 11, 2014	June 12, 2014	June 14, 2014
June 16, 2014	June 17, 2014	June 18, 2014	June 19, 2014	June 21, 2014

Graduation: Sunday, June 29, 2014

Holiday/Summer Break - No Class Sessions

LFGSM facilities will be closed on the following dates:

September 2, 2013 • November 28, 2013 • November 30, 2013 • May 26, 2014

Instructors will make alternate arrangements for courses scheduled on these days.

Admissions Policies and Entrance Requirements

Admissions Philosophy

At Lake Forest Graduate School of Management, the coursework is challenging but the experience of working with us isn't. Our admissions process is streamlined and highly personalized and our Admissions Representatives are available to assist you every step of the way.

The Admissions Committee evaluates MBA candidates on the potential they demonstrate to contribute to the MBA program, as well as the MBA program's alignment with the candidate's aspirations. Along with individual achievements and experiences, we focus on the cumulative impact of a candidate's accomplishments and business experience, as well as the ability to communicate effectively and contribute to classroom discussions on contemporary business challenges. The factors we use to determine acceptance to the MBA programs include professional work experience, an admissions interview, current achievements, letters of recommendation, application with personal statement, technology capability if online, and previous academic history.

MBA Admissions Requirements

The following components are required to complete the admissions process:

1. Admissions Interview

The admissions interview is a critical step in the admissions process. All MBA candidates are required to interview with an Admissions Representative.

We use the interview to learn more about a candidate's reasons for pursuing an MBA and to assess professional work experience as it relates to our program. The interview is an opportunity for candidates to learn more about how our program can fit their needs, to discuss application requirements, and to ask any other questions.

Students pursuing a classroom-based MBA will be interviewed in person. Students pursuing an online MBA program may conduct their interview over the phone. After the interview, an Admissions Representative will help the candidate continue his/her application process.

Candidates scheduling an interview for the Leadership MBA (LMBA) should call an admissions manager toll-free at: 847-574-5240 or e-mail the admissions office at AskAdmiss@LFGSM.edu. Candidates scheduling an interview for the Immersion MBA (iMBA) should call an admissions manager toll-free at: 800-890-7340.

2. Current resumé

All MBA candidates must submit a current resumé. The resumé should include educational background and professional work experience, showing achievements and career progression. An updated, robust LinkedIn Profile may be submitted in place of a resumé.

Applicants who are early in their career and have a minimum of one year of professional experience are encouraged to apply to the Immersion MBA/iMBA program. Applicants who are more experienced in their career and have a minimum of four years of professional experience are encouraged to apply to the Leadership MBA.

3. Official Academic Transcripts

LFGSM requires official academic transcripts from the institution granting the candidate's highest degree and any institutions where more than 30 credits were earned towards their highest degree. Exceptions may be permitted when grades for transferred credits are clearly defined and displayed on the degree-granting institution's transcript. Transcripts should be mailed from the institution to the Admissions Office at the Lake Forest campus. Official electronic transcripts are accepted.

For Non-U.S. Degree Holders

MBA candidates who have earned a degree(s) from an institution(s) outside of the United States must submit official third-party transcript evaluations from a firm that is affiliated with one of the following organizations: 1) American Association of Collegiate Registrars and Admissions Officers, International Education Services (AACRAO-IES) at www.aacrao.org; 2) Members of the Association of International Credential Evaluators, Inc. (AICE) A current membership listing can be found at www.aice-eval.org; or 3) Members of the National Association of Credential Evaluation Services (NACES) A current membership listing can be found at www.naces.org. Degrees from accredited institutions in the UK and Canada may not require a third party evaluation. Candidates with a three-year international degree from an accredited institution will be considered on a case-by-case basis. Please contact an Admissions Representative with any questions about third-party evaluations at 847-574-5240.

For MBA candidates who already have a third-party transcript evaluation completed, LFGSM will review these instances on a case-by-case basis and determine if the transcript evaluator has credentials similar to the organizations listed above. If so, the evaluation would be accepted by LFGSM. If not, the MBA candidate must have an additional evaluation completed by a firm that is affiliated with one of the organizations listed above.

4. Two Letters of Recommendation

Each candidate must submit two completed Letter of Recommendation forms. The standardized Letter of Recommendation form should be filled out personally by the recommenders. One form should be completed by the candidate's direct supervisor, and the second by a business associate (e.g., supervisor's manager, a previous supervisor, or a co-worker). Recommenders should be individuals who are able to give specific information about professional capabilities and accomplishments. The Letter of Recommendation form can be accessed and completed electronically. The link is available on our website or can be emailed to you by contacting the Admissions Office.

5. Application with Personal Statement

Each candidate must submit a complete admissions application with personal statement. Personal statement directions and guidelines are located on the application. All candidates must demonstrate proficiency in written communication suitable for performing graduate-level work. Written submissions must be free of fundamental errors in format, spelling, punctuation, and grammar. Apply online for the LMBA at www.LFGSM.edu/ApplyOnline, or download and complete the application, then fax or mail it to an admissions manager. Directions are on the form.

To apply online for the iMBA program, please visit www.Immersion.lfgsm.edu/.

6. Additional Admissions Requirements for Leadership MBA and iMBA

Applicants who are early in their career are encouraged to apply to the iMBA program. A minimum of one year of

professional experience is required for the iMBA program. Applicants who are more experienced in their career are encouraged to apply to the Leadership MBA program. A minimum of four years of professional experience is required for the Leadership MBA. The Leadership MBA may be completed at a classroom location or online.

Candidates with...	1-8 Years of Professional Work Experience	9 or more Years of Professional Work Experience
Must Complete...	One of the following in lieu of nine years of professional experience:* <ul style="list-style-type: none"> • Previous graduate degree • Cumulative undergraduate GPA ≥ 3.0 • GMAT score ≥ 500 • Exceptional work experience that distinguishes your candidacy • Second-level admissions evaluation interview** 	One of the following along with nine years of professional experience: <ul style="list-style-type: none"> • Previous graduate degree • Cumulative undergraduate GPA ≥ 2.7 • GMAT score ≥ 500 • Considerable management or supervisory experience • Second-level admissions evaluation interview**

* A minimum of 1 year of professional experience is required for the iMBA. Four or more years of professional experience is required for the Leadership MBA.

** A second-level admissions evaluation to satisfy the sixth admissions requirement may be granted or required at the recommendation of the Admissions Committee.

Applying as a Non-Degree Seeking Student

A non-degree seeking student is a student who wishes to take MBA courses but does not intend to earn an MBA degree. A non-degree seeking student may take a maximum of four courses. Non-degree seeking students who wish to enroll in more than four classes must satisfy all MBA admissions requirements and be accepted to the MBA program. Students who enroll in a single certificate program are considered non-degree seeking.

Non-degree seeking students are required to meet the same admissions standards as degree seeking MBA students and must fulfill all course prerequisites or receive approval from the Dean of Faculty Relations and Degree Programs. Non-degree seeking students may petition the Dean to audit the course. Non-degree seeking students are not eligible for financial aid. Non-degree seeking students may participate in the Global Focus or Global Practica with permission of the Dean.

To be considered a non-degree seeking student, the student must fulfill the following eligibility and admissions requirements:

Eligibility Requirements

- Meet minimum work experience requirements for the appropriate program
- U.S. bachelor's degree or equivalent

Admissions Requirements

- Resumé or robust LinkedIn profile
- Application and personal statement
- Official transcripts from institution granting highest earned degree

Student Acceptance and Notification

When the admissions file is complete, the Admissions Committee will evaluate the applicant's credentials. Notification of the Admissions Committee's decision occurs within one to two weeks from the time all the admissions requirements have been received. All applicants receive notification via preferred e-mail and U.S. mail. Upon acceptance, in order to guarantee a place in the classroom, an enrollment confirmation form and a non-refundable \$100 enrollment deposit is required. The \$100 deposit will be applied to the first tuition bill. Candidates who do not start the program within one year of acceptance must re-apply for admission under admissions policies in effect at the time of re-applying.

Application Fee

A \$75 application fee is required at the time of application. If paying by check or money order, please send payment to the Lake Forest campus admissions office. All payments should be made payable to Lake Forest Graduate School of Management. Electronic payments may be made when applying online. This fee is not refundable.

Admissions Application Deadline

The admissions application deadline varies for each academic term. For additional details, please visit www.LFGSM.edu/KeyDates.

Immersion MBA (iMBA) www.Immersion.LFGSM.edu/Admissions.aspx 800-890-7340
 Leadership MBA (LMBA) www.BroadThinkersRiseHigher.com 847-574-5240

Academic Credit Hour Policy

Lake Forest Graduate School of Management assigns and awards credit hours that conform to commonly accepted practices in higher education. The school employs the Federal Credit Hour Definition in the assignment and awarding of credit hours as stated in the following policy:

At LFGSM a credit hour is an amount of work represented in intended learning outcomes and verified by evidence of student achievement that is an institutionally-established equivalency that reasonably approximates not less than:

- one hour of classroom or direct faculty instruction and a minimum of two hours of out-of-class student work each week for approximately fifteen weeks for one semester.
- at least an equivalent amount of work as required in paragraph (1) of this definition for other activities as established by an institution, including laboratory work, internships, practica, studio work, and other academic work leading toward to the award of credit hours.

Two eight-week terms are considered one semester, resulting in two semesters with four terms over an academic year.

For traditional lecture-discussion and seminar courses, a one credit hour class meets 50 minutes per week over the course of the semester.

Short term courses: Half-semester courses (eight-week term), summer session courses, and other courses offered over a different period of time will require the same amount of classroom and out of class work per credit hour as required of semester-long courses with that work distributed over the shorter period of time.

Research Assistants and Internships: These roles requires at least one full-time five-day week of professional practice or the equivalent over a longer period of time for one credit hour.

Workshops and Contract Courses: Credit bearing courses offered for special populations by special arrangement will meet regular academic credit hour standards.

Independent Study will represent a minimum of three hours of student work per week throughout the course of the semester or the equivalent work distributed over a different period of time.

Distance Education, Internet and Hybrid (Blended) Courses: Credit hour policy is consistent with the standards of courses offered through face-to-face instruction, although some or all of content and faculty-student interaction occurs through one or more forms of distance education.

All definitions and standards apply equally to courses offered both on and off campus.

For more information please contact the Registrar.

Transfer Credit/Course Waiver

Transfer Credit

Transfer of semester credit hours from other accredited graduate programs may be accepted, pending Dean of Faculty Relations and Degree Programs approval. A maximum of nine semester credit hours may be transferred and applied toward the total number of required credit hours for the MBA degree.

Transfer credit hours must be equivalent in content to those of LFGSM, and will have been completed within a six-year period with a grade of "B" or better in order to qualify. The student is responsible for providing detailed documentation of course content, syllabus, official transcript, and other pertinent data that reflects the course when it was taken. Transfer credits are not considered in computing a student's grade point average. Students cannot seek transfer credits in a course in which they are currently enrolled once the term has started.

Course Waiver

Students may demonstrate their competency in areas where they meet the learning outcomes of a specific course. A student who satisfies the School's criteria for competence in a subject may be waived from a course by the Dean of Faculty Relations and Degree Programs.

Students may apply to be a Subject Master Student in a course where they have significant experience and expertise. In this case a Subject Master Student will not pay tuition but will be registered in the course and demonstrate s/he has met the course goals by taking on some presentation responsibilities under the direction of the instructor of record and working with

other students. Students apply for the Subject Master Student designation by presenting appropriate documentation to and with permission from the Dean of Faculty Relations and Degree Programs. No additional course is required to replace the course where a student acts as Subject Master Student.

Responsibility for initiating action and documenting equivalent knowledge rests with the student. A Petition for Course Waiver, which includes presenting work experience and academic background documentation (course descriptions from the previous school at the time of enrollment as well as addressing how past experience and course work addresses the course learning outcomes of the course to be waived) should be submitted to the Registrar for evaluation. Students cannot seek a course waiver for a course in which they are currently enrolled once the term has started. Students cannot seek a retroactive waiver for courses they already completed.

Student "Right to Know:" Key Institutional Data

In accordance with the Student Right to Know and Campus Security Act, Public Law 101-542, as amended by the Higher Education Technical Amendments of 1991, Public Law 102-26, Lake Forest Graduate School of Management discloses basic institution information below, including enrollments, degrees conferred, graduation rate, graduates' time-to-completion, retention, and tuition and required fees.

Please note that all information in the following charts pertain to the 2011-2012 academic year and may not be representative of the year in which you will enroll.

Fall Enrollment (Aug 1 through Oct 31)							
		Fall 2007	Fall 2008	Fall 2009	Fall 2010	Fall 2011	Fall 2012
Total		750	809	769	734	710	650
Level							
	Graduate	750	809	769	734	710	650
Gender							
	Female	278	310	313	306	294	264
	Male	472	499	456	428	416	386
Race/Ethnicity							
	Black, non-Hispanic	59	62	54	34	29	24
	White, non-Hispanic	541	559	410	333	234	174
	Hispanic	23	29	16	14	10	20
	Non-Resident Aliens	0	0	0	0	0	0
	Asian	117	140	112	87	74	49
	Hawaiian or other Pacific Islander	0	0	4	4	2	0
	American Indian/Alaskan Native	1	1	3	4	3	2
	Two or more races	0	0	21	18	15	0
	Not reported	9	18	149	240	343	381
By Program							
	MBA, General Management	750	809	769	734	710	650

12 Month Unduplicated Headcount - Degree Programs		
July 1, 2011 through June 30, 2012		
Total		902
By Program		
MBA, General Management	CIP Code 52.0201	902

Degrees Conferred							
		2006-2007	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012
Total Degrees Awarded		242	190	247	213	212	213
	Master's Degrees	242	190	247	213	212	213
By Program							
	General Management	242	190	247	213	212	213

Graduation Rate and Time-to-Completion		
All degree-seeking students, beginning their programs in 2002, 2003, 2004, 2005, 2006, 2007. These students should have completed MBA degree by June 2012. Students have six years to complete MBA degree.	Graduate	Left Institution Prior to Graduation
	1903	427
	100%	22%
Mean Completion Time in Years	Completed Program in 4 Years or Less	Required More than 4 Years to Complete Program
3 Years	84%	16%

Retention of Degree-Seeking Students			
Per 12-Month Unduplicated Headcount Census: July 1, 2011 through June 30, 2012			
Degree-Seeking Headcount	Actively Enrolled as of 7/1/2012	Graduate	Graduate
902	619	212	61
100%	69%	23%	7%

Master's Degree Programs - Tuition and Fees	
July 1, 2011 through June 30, 2012	
Tuition Per Course	\$2,932
Degree Conferral Fee (required)	\$250

Please Note: The above data is from the 2011-2012 academic year.

Grades and Student Satisfactory Academic Progress (SAP)

Student Learning Assessment

LFGSM is committed to the objective assessment of student learning outcomes, the determination of students' application of their mastery of competencies to business problems, and the resulting business impact of that application. This commitment may be manifested in embedded direct and indirect measures of student learning and the designation of certain courses as Pass/Fail.

Grading System

Lake Forest Graduate School of Management uses a numeric grading system. Academic performance is evaluated using the full range of grades A through F. Plus and minus are used at professors' discretion; however, grades of A+, F+, and F- are not used. Students receive the grades they earn without regard to tuition reimbursement or other grade point average requirements.

Grade to Grade Point Average (GPA) Comparison

Letter Grade	GPA Value
A	4.00
A-	3.70
B+	3.30
B	3.00
B-	2.70
C+	2.30
C	2.00
C-	1.70
D+	1.30
D	1.00
D-	0.70
F	0.00

Grades and Designators

Students' GPAs are calculated based on performance in courses applicable to the program of enrollment. Cumulative grade point averages are calculated for all matriculated students at the conclusion of each term and are based on a 4.00 scale. The term GPA is a GPA for work completed in a given term only. Grades from transferred or waived courses are not included in GPA calculations.

Services and Facilities for Disabled Students

LFGSM complies with the Americans with Disabilities Act in making reasonable accommodations for qualified students with disabilities. Any student with special needs or difficulties in learning and/or in completing course requirements should notify the instructor immediately so that available and reasonable accommodations can be arranged. Documentation of the student's disability and how it impacts his/her course participation must also be submitted to the Dean of Faculty Relations and Degree Programs.

Student's Academic Load

Students' academic load per term reflects reasonable expectations for successful learning and course completion.

Authentic Assessment

LFGSM is moving toward a more authentic assessment process in lieu of grades. During the 2013-2014 academic year, some elective courses may move to the authentic assessment model.

In this process, rather than earn a letter grade, which gives limited information, students either Pass or Fail a course and receive narrative information linked to the course goals. This end of course assessment will be part of an overall feedback process. Students will have a clear understanding of what course goals they met, where they exceed those goals as well as areas that must be addressed for a student to progress in their career. Feedback at the midpoint of a course as well as end of course evaluation will be developmental in nature with examples of what a student needs to accomplish to achieve particular competencies.

To determine which elective courses will be assessed by Authentic Assessment, students should check their schedule on the student portal (my.LFGSM.edu) for those courses included in the Authentic Assessment Project. The column "Grade Type" will indicate if the elective course is designed as Pass/Fail.

For reimbursement purposes to earn a Pass in a graduate level course, students will have done the work equivalent to a B or better. A letter with this description can be obtained from the Registrar's Office, if needed for tuition reimbursement purposes.

Academic Designators

Designators	Description
AU	Audit
P	Pass
I	Incomplete
TR	Transfer Credit
W	Withdrawal

Grade Point Average (GPA)

The grade point average is calculated only upon grades earned at Lake Forest Graduate School of Management.

Computation of GPA

The GPA for graduation is computed by dividing the total number of quality points by the total number of credit hours attempted. Quality points are determined by multiplying the GPA value earned by the number of hours attempted. A grade of "pass" is printed on the permanent record as a "P" and does not count in the quarterly or cumulative GPA, but does count as credits earned toward graduation. To graduate, students must complete all courses with a total grade point average of 2.70 or better with no more than one grade of D+ or lower. A failed course must be repeated with a passing grade.

Repeated Courses

Students are permitted to repeat courses in order to improve their GPAs or to enhance their understanding of course material. All grades will appear on a student's transcript; however, the highest grade earned will be used for computing the GPA.

Grade Period and Posting

Lake Forest Graduate School of Management operates on a term basis. The academic year will consist of six terms. Each term is eight weeks in length and may have courses offered within the term in a short accelerated format. Grades are posted within one week of the final day of class.

For all MBA and graduate-level Leadership Certificate programs, all grades will be issued electronically. Grade cards may be printed via the Student Portal my.LFGSM.edu.

Students who require an official grade card mailed by the School must contact the Registrar's Office at 847-574-5208 or Registrar@LFGSM.edu.

Standard of Satisfactory Academic Progress Policy

The Office of Financial Aid is required by federal and state regulations to monitor the academic progress of potential and current financial aid recipients. Financial aid applicants must comply with the Satisfactory Academic Progress (SAP) Policy as a condition of initial or continued eligibility. Please note: Even if a student has not currently applied for financial aid, or is not currently receiving aid, this policy applies and prior academic progress will be evaluated to determine eligibility for financial aid.

Satisfactory academic progress is measured both qualitatively and quantitatively. The qualitative measure requires maintaining a satisfactory grade point average. Students may complete the MBA degree at their own pace, but the quantitative measure requires successful completion of the MBA degree per Lake Forest Graduate School of Management's timeframe policy.

Satisfactory Academic Progress

Federal regulations require Lake Forest Graduate School of Management to establish and apply reasonable Standards of Satisfactory Academic Progress for the purpose of the receipt of financial assistance under the programs authorized by Title IV of the Higher Education Act. Students must maintain a minimum grade point average and complete a minimum number of credits each term enrolled. Failure to meet the requirements of satisfactory progress and academic good standing will result in the suspension of financial aid eligibility.

Two Components for Satisfactory Academic Progress:

1. Qualitative

Students must maintain a minimum cumulative GPA of 2.70 or higher to remain in good academic standing. The Registrar's Office reviews student academic standings at the end of each term. The Financial Aid Office reviews student academic standings at each scheduled loan disbursement in a term.

Each student must complete all courses with a total grade point average of 2.70 or better with no more than one grade of D+ or lower on his/her academic record and may only be placed on Academic Probation one time. If a student is placed on Academic Probation for a second time, he/she will automatically be released from the MBA program and will not be eligible for reinstatement.

Financial Aid Warning: When a student is initially placed on academic probation, the student receives a financial aid warning for that term. The student's financial aid will not be affected during the time of the warning. However, the student would need to follow the plan set by the Registrar to be released from academic probation in order to have the financial aid warning discharged.

Financial Aid Probation: If a student is placed on a second term of academic probation, the student may be placed on financial aid probation. The student's financial aid will not be affected during the time of the probation, but if the student does not make satisfactory academic progress during this term, loss of financial aid eligibility may result.

2. Quantitative

Students must complete the MBA degree in a timely manner.

Maximum Time Frame: The time limit for completing the MBA degree program is six years from the date of entry into the MBA program. Students requiring more than six years to complete the coursework must submit a petition to the Registrar, who, in conjunction with the Dean of Faculty Relations and Degree Programs, will evaluate the applicability of the content of those courses completed early in the student's program.

Appeal

A student who has been released for academic reasons and wishes to be reinstated may petition the Dean of Faculty Relations and Degree Programs in writing. The petition should clearly state the compelling and extenuating circumstances that contributed to the poor academic performance, show how the circumstances have been overcome, and present a realistic plan for meeting the requirements to return to good academic standing. The Dean of Faculty Relations and Degree Programs will review the petition and make a final decision.

Financial Aid may be reinstated as soon as the student has been given approval to return to the MBA program.

A student placed on academic probation for a second time will automatically be released from the program and will not be eligible for reinstatement.

Grade Grievance

To appeal a grade, students must follow the procedure listed below:

1. Within 30 days of the posting of the grade in question, the student must contact the faculty member who issued the grade. The student has the right to a full explanation of how the grade was determined.
2. Within 14 days of the meeting with the instructor, if the issue has not been resolved with the faculty member, the student may contact the Dean of Faculty Relations and Degree Programs in writing. The Dean will confer with the faculty member and review the situation.
3. The student will receive a written response to the grade appeal within 14 days.
4. If the issue requires further addressing, the student's final course of action is to write the Executive Vice President of Educational Programs and Solutions at Lake Forest Graduate School of Management.

Students may only appeal a grade if there has been a deviation from the faculty member's established, announced, or published grading procedures.

Incomplete Grades

An instructor may give an incomplete grade to a student whose coursework at the end of the term is missing any assignment. The student is responsible for completing the unfinished work in a manner specified by the instructor. Upon posting the Incomplete Grade an automatic email is sent to the student and Instructor with notification of due dates and student responsibility.

For an eight-week course, completion time is not to exceed six weeks from the date the incomplete grade was recorded on the student's record. For courses shorter than eight weeks, completion time is not to exceed two weeks from the date the incomplete grade was recorded on the student's record.

If the outstanding work is not completed within the specified timeframe, the instructor will calculate the student's grade based on the work completed to date with no credit given for the incomplete assignment(s). If the grade recorded is "F," no credit is given and the student must retake the course.

A student may have only one incomplete on his/her academic record at any time (two, if a student is taking two courses per term). If a student exceeds the limits, he/she will be withdrawn from the program.

Degree and Graduation Requirements: Leadership MBA Program

The following requirements apply to all degrees, certificates, and specializations:

- Students must have a cumulative grade point average of at least 2.70 for all coursework applied toward their MBA degree.
- The LMBA degree program includes a minimum of 48 semester hours of credit.
- At least 39 semester hours of credit must be taken at Lake Forest Graduate School of Management.
- Students must successfully complete the MBA program requirements within six years.
- If the student breaks matriculation for six consecutive terms, the program requirements in effect during the term of re-entry shall be the student's graduation requirements.

- Students are ultimately responsible for ensuring that they have met all graduation requirements.
- The Capstone course must be taken at LFGSM.

Additional Requirements for Specializations

- Specializations will have no less than nine semester hours of credit.
- At least six semester hours of credit must be earned at Lake Forest Graduate School of Management.

Additional Requirements for Certificates

- The Leadership Certificate program includes a maximum of 12 semester hours of credit.
- At least nine semester hours of credit must be earned at Lake Forest Graduate School of Management.

Degree and Graduation Requirements: Immersion MBA Program

The following requirements apply to all degrees, certificates, and specializations:

- Students must have a cumulative grade point average of at least 2.70 for all coursework applied toward their MBA degree.
- The MBA degree program includes a minimum of 44 semester hours of credit.
- At least 32 semester hours of credit must be taken at Lake Forest Graduate School of Management.
- Students must successfully complete the MBA program requirements within six years.
- If the student breaks matriculation for six consecutive terms, the program requirements in effect during the term of re-entry shall be the student's graduation requirements.
- Students are ultimately responsible for ensuring that they have met all graduation requirements.

Optional Global Management Requirements for Specialization

The Global Management specialization will have no less than 8 semester hours of credit.

Timing for Completion

All MBA and graduate-level Leadership Certificate program students requiring more than six years to complete the coursework must submit a petition to the Registrar, who, in conjunction with the Dean of Faculty Relations and Degree Programs, will evaluate the applicability of the content of those courses completed early in the student's program.

Academic Probation and Re-Admittance

Students who do not maintain a cumulative grade point average of at least 2.70 or who receive a grade of "D+" or lower in any course are automatically placed on academic probation.

Leadership MBA students placed on academic probation must achieve a cumulative grade point average of at least 2.70 upon the completion of the next six semester credit hours to be removed from probationary status. If a student remains on probationary status at the completion of the next six semester credit hours, the student will be released from the program.

Immersion MBA students placed on academic probation must achieve a cumulative grade point average of at least 2.70 upon the completion of the next eight semester credit hours to be removed from probationary status. If a student remains on probationary status at the completion of the next eight semester credit hours, the student will be released from the program.

A student who has been released for academic reasons and wishes to be reinstated may petition the Dean of Faculty Relations and Degree Programs in writing. The petition should clearly state the compelling and extenuating circumstances that contributed to the poor academic performance, show how the circumstances have been overcome, and present a realistic plan for meeting the requirements to return to good academic standing. The Dean of Faculty Relations and Degree Programs will review the petition and make a final decision. A student placed on academic probation for a second time will automatically be released from the program and will not be eligible for reinstatement.

Students must maintain a GPA of 2.70 or higher and are allowed only one grade below "C-" on their record to graduate. Any student receiving federal financial aid and who is placed on academic probation is also placed on financial aid probation. The same academic requirements listed above must be met to qualify for financial aid.

Student Records

Permanent student records are maintained, including admissions information, academic transcripts, and other relevant information. Students may review the content of their files by notifying the Registrar in writing. All materials submitted in support of students' applications become the property of Lake Forest Graduate School of Management, including transcripts

from other institutions, letters of recommendation and related documents.

Students are assigned a unique user account and password combination that grants them access to specific facets of their personal information for editing and maintenance purposes. Students are directed to reset their own passwords through functionality built into the portal. It is school policy that student account information is not shared with others.

All information provided to LFGSM is kept confidential in accordance with the Family Educational Rights and Privacy Act (FERPA) of 1974 (Public Law 93-380). Except as required by law, no information regarding attendance, grades or any other aspect of students' academic standing will be released to any third party without written student consent. The records are maintained for five years after graduation or at least six years after a student's last day of attendance.

Students have the right to file a complaint with the Family Policy Compliance Office, Department of Education, 600 Independence Ave., SW, Washington, DC 20202-4605, concerning any alleged failure by the College to comply with FERPA.

The Solomon Amendment (10 U.S.C. §983, effective January 2000) is a federal law that mandates that colleges provide student recruiting information upon request to military recruiting organizations. The request and information released by the college is limited to military recruiting purposes only. The request for information must be in writing on letterhead that clearly identifies the military recruiting organization. The release of student recruiting information follows the FERPA guidelines defining student directory information. Students are not permitted under federal law to restrict the release of this information specifically to military organizations, but if students withhold the release of directory information generally, then the College may not release this information to military organizations.

FERPA Annual Notice – Possible Federal and State Data Collection & Use

As of January 3, 2012, the U.S. Department of Education's FERPA regulations expand the circumstances under which a student's education records and personally identifiable information (PII) contained in such records — including Social Security Number, grades, or other private information — may be accessed without the student's consent. First, the U.S. Comptroller General, the U.S. Attorney General, the U.S. Secretary of Education, or state and local education authorities ("federal and state authorities") may allow access to student records and PII without consent to any third party designated by a federal or state authority to evaluate a federal- or state- supported education program. The evaluation may relate to any program that is "principally engaged in the provision of education," such as early childhood education and job training, as well as any program that is administered by an education agency or institution. Second, federal and state authorities may allow access to students' education records and PII without their consent to researchers performing certain types of studies, in certain cases even when Lake Forest Graduate School of Management objects to or does not request such research. Federal and state authorities must obtain certain use-restriction and data security promises from the entities that they authorize to receive a student's PII, but the authorities need not maintain direct control over such entities.

In addition, in connection with statewide longitudinal data systems, state authorities may collect, compile, permanently retain, and share without students' consent PII from their education records, and they may track their participation in education and other programs by linking such PII to other personal information about students that they obtain from other federal or state data sources, including workforce development, unemployment insurance, child welfare, juvenile justice, military service, and migrant student records systems.

Student Conduct

Lake Forest Graduate School of Management is a business community consisting of students, alumni, faculty, staff, and corporate sponsors. Working within the educational mission, vision and values of LFGSM, the School promotes its core values of focusing on the customer, continuous improvement, and integrity. The enforcement of student conduct protects the rights, health and safety of all members of the business community so that they may pursue their educational goals without unwarranted interference. The entire community shares the responsibility for building and maintaining a safe learning experience.

Attending LFGSM is a privilege best safeguarded by each student's use of good judgment and consideration of the rights and property of others. Students are expected to conduct themselves in a professional manner appropriate within our academic environment.

Ethical Behavior

Community members are expected to aspire to a set of principles and values that demonstrate a commitment to fairness, honesty, empathy and achievement.

Integrity

Community members are expected to possess and adhere to the professional standards and values of Lake Forest Graduate School of Management.

Respect for Others

Community members are expected to respect every person regardless of religion, race, ethnicity, national origin, gender or gender identity, sexual orientation, political view, physical abilities, age, or intelligence.

Respect for Surroundings

Community members are expected to respect Lake Forest Graduate School's campus and classroom properties, corporate-sponsored onsite locations, and other properties used by the School.

Instances of inappropriate behavior are referred to the Dean of Faculty Relations and Degree Programs. Consequences could be up to and including dismissal from the School. If asked to leave, a student must wait one year before petitioning the Dean of Faculty Relations and Degree Programs for reinstatement to resume studies. Students are not immune from local, state or federal laws. Lake Forest Graduate School reserves the right to contact local authorities to address those acts that are in violation of the law.

Academic Honesty/Plagiarism Policy

Honesty and integrity are the very foundation upon which any academic enterprise is based. Accordingly, to avoid plagiarism, Lake Forest Graduate School of Management requires the proper citing of sources for all work submitted by students. All work must correctly identify the source of language and ideas, and embody the spirit of intellectual integrity valued by the School. Lake Forest Graduate School of Management requires references following the rules of APA style, detailed in the Publication Manual of the American Psychological Association. Plagiarism is defined as the presentation of words or ideas from an existing source as if it were the student's work. A student must not adopt nor reproduce the ideas, words, or statements of another person without appropriate citation.

LFGSM considers submission of work done partially or entirely by another person or student group to be academic dishonesty. LFGSM further considers the resubmission of work produced for one course in a subsequent course without the permission of the subsequent course's faculty member to be academic dishonest.

It is the student's responsibility to seek clarification from the course instructor about how much help may be received in completing an assignment, exam, or project, and what sources may be used. The faculty member must notify the student and the Dean of Faculty Relations and Degree Programs when plagiarism or academic dishonesty is suspected. Appropriate steps will be taken to determine whether plagiarism or academic dishonesty has occurred.

Students found guilty of plagiarism or academic dishonesty shall be subject to disciplinary action, up to and including dismissal from the School.

Copying Copyrighted Materials

LFGSM's policy is to comply with the requirements of the United States Copyright Law of 1976, as amended, including the law relating to photocopying.

What is Copyright?

Copyright is a law that gives copyright owners exclusive rights of reproduction, adaptation, publication, performance and display of their work. This law extends to authors of literary, dramatic, musical, artistic, and certain other intellectual works.

What works are protected?

The Copyright protects virtually any written, musical, dramatic, choreographic, pictorial, sculptural, cinematic, software, sound recording or architectural work. However, short phrases, individual words, ideas, and works consisting entirely of information that is common property (e.g. calendars, height & weight charts, and tape measures) are not copyrightable. Unless you have specific information to the contrary, you should assume that a work is copyright protected.

How can I legally make copies of Copyrighted works?

Under the law there is a provision for "fair use" of a copyrighted work that applies in cases of research, teaching, reporting and commentary. In determining whether the use of a work in any particular case will be considered "fair use," the following factors should be considered:

- The purpose and character of the use, including whether such use is of a commercial nature or is for nonprofit educa

tional purposes

- The nature of the copyrighted work
- The amount and substantiality of the portion used in relation to the copyrighted work as a whole
- The effect of the use upon the potential market for or value of the copyrighted work

If your proposed copying is not covered by “fair use” guidelines, you must obtain source permission.

Copyright Infringement

Copyright infringement is the act of exercising, without permission or legal authority, one or more of the exclusive rights granted to the copyright owner under section 106 of the Copyright Act (Title 17 of the United States Code). These rights include the right to reproduce or distribute a copyrighted work. In the file-sharing context, downloading or uploading substantial parts of a copyrighted work without authority constitutes an infringement.

Penalties for copyright infringement include civil and criminal penalties. In general, anyone found liable for civil copyright infringement may be ordered to pay either actual damages or “statutory” damages affixed at not less than \$750 and not more than \$30,000 per work infringed. For “willful” infringement, a court may award up to \$150,000 per work infringed. A court can, in its discretion, also assess costs and attorneys’ fees. For details, see Title 17, United States Code, Sections 504, 505.

Willful copyright infringement can also result in criminal penalties, including imprisonment of up to five years and fines of up to \$250,000 per offense.

For more information, please see the Web site of the U.S. Copyright Office at www.copyright.gov, especially their FAQ’s at www.copyright.gov/help/faq.

Temporary Leave of Absence/Withdrawal Policy

With the amount of flexibility students have in the MBA program, a leave of absence should be infrequent. Before taking a leave of absence or withdrawing from the MBA program, students are encouraged to contact the Registrar to discuss scheduling options available to remain in the program.

In the event students find it necessary to take a temporary leave of absence or withdraw from the program, or stop attending classes, they must contact the Registrar’s Office. Notifying the instructor of withdrawal or continued absence from class is not sufficient.

Students must submit to the Registrar’s Office a written request on a Leave of Absence/Withdrawal Petition found on my.lfgsm.edu. The leave of absence or withdrawal request is considered official when the Registrar’s Office has received the Leave of Absence/Withdrawal Petition Form. When an MBA or graduate-level certificate student’s notification of leave of absence or withdrawal is received by the Registrar’s Office, tuition credit or refund will follow the Cancellation/Refund Policy. A school-initiated withdrawal may be enforced whenever a student has unpaid tuition or they have not met the prerequisites of completion of the KEYS.

Administrators of Title IV (Stafford) and VA program loans under which a student may be receiving funds will be immediately notified of any and all leaves of absence and/or withdrawals from the program.

Re-enrolling: Students may re-enter the program in any term depending on availability of classes, prerequisites, and class size. Students who have taken a break from the MBA program for six consecutive terms or more will follow the graduation requirements in effect at the time of the student’s re-entry to the MBA program. A student who wishes to re-enroll must contact the Registrar’s Office.

Attendance Policy

Lake Forest Graduate School of Management regards regular face-to-face or online class attendance as vital to academic success. All students are expected to actively participate in academic activities both online and in the classroom. Consequently, attendance at all scheduled classes is expected and Lake Forest Graduate School of Management reserves the right to deal with individual cases of nonattendance at any time.

Student Responsibilities for Face-to-Face Classes

Responsibility for class attendance rests with the student.

1. Students must notify their instructor in advance of an unavoidable absence due to personal or business reasons and are responsible for discussing make-up options with their instructor. In all cases of absence, the student is responsible for completing missed work that is equivalent in content and rigor for full class participation credit, which is determined together with the instructor.

2. Students have the option to attend their missed face-to-face session in another face-to-face class (if available), at the same campus or at a different course location, or via web conference with instructor approval and with no attendance penalty.

3. Students will receive the grade that they have earned based on their class participation and contribution.

Student Responsibilities for Online Classes

Attendance for online classes is monitored through tracking of student time in the course site, student submission of class assignments, participation in threaded discussions, and completion of quizzes and exams. Students will receive the grade that they have earned based on their class participation and contribution.

Class Session Make-Up Work for Face-to-Face and Online Classes

The course instructor will determine appropriate make-up work equivalent to the rigor and content of the missed class session.

Make-up work shall:

- Be supervised by an instructor approved for the class being made up.
- Require the student to demonstrate substantially the same level of knowledge or competence expected of a student who attended the scheduled class session.

Tardiness

The school does not have a policy on tardiness. In online classes, tardiness is demonstrated by limited or no participation during a weekly session. Participation in both online and face-to-face courses is defined by the grading rubrics associated with the course. It is incumbent upon the faculty member to take appropriate action in the event that a student is consistently tardy.

Student Complaint Policy and Log

Any informal or verbal complaint from a student should be directed to the parties involved. If the informal complaint is not satisfactorily resolved, the student may decide to submit a formal complaint through Student Services.

Student Complaint Process

Step 1: The student completes the Written Student Complaint Form, found on mylfgsm.edu, and submits it to Student Services at studentservices@LFGSM.edu.

Step 2: Student Services will respond in writing to acknowledge that they have received the complaint and will direct it to the Dean of Faculty Relations and Degree Programs.

Step 3: The Dean of Faculty Relations and Degree Programs has 30 days to respond to the complaint and will inform the student.

Step 4: If the complaint is not resolved to the student’s satisfaction, the student can follow the grievance procedures to appeal the decision to the Executive Vice President of Educational Programs and Solutions.

LFGSM provides published policies on grade appeal, and a grievance appeal. These procedures include provisions for formally resolving issues and will not be considered as complaints that are to be included in the log of student complaints.

Student Services will maintain a log entry on student complaints, which includes:

1. The date the complaint was submitted
2. The nature of the complaint
3. The steps taken to resolve the complaint
4. The date and the final decision regarding the complaint, including referral to outside agencies
5. Any other external actions initiated by the student to resolve the complaint, if known by LFGSM.

The information in the log of student complaints, which is maintained by Student Services, is confidential. It will be made available for outside review by the Department of Education (DOE), the Higher Learning Commission (HLC), and the Illinois Board of Higher Education (IBHE). However, steps will be taken to ensure the anonymity of any student who files a complaint.

The purpose of an outside review can include, but is not limited to:

1. Establishing that LFGSM handles complaints in a timely manner
2. Demonstrating fairness and attention to student concerns

3. Identifying any pattern in the complaints that suggests problems with institutional quality.

Procedures to Resolve Student Grievances

The grievance process at LFGSM is comprised of three steps. Initial complaints should be directed to Student Services. Most complaints can be resolved through informal conversations among the involved parties (Step 1 below). If an issue cannot be resolved through informal conversations among the involved parties, then students can choose to follow these steps to achieve a resolution of their concerns.

Step 1: Informal Processes

LFGSM encourages students to make every effort to resolve their problems and concerns directly and informally with the faculty members or other involved parties. A discussion among the involved parties constitutes the first step in the informal process. In some cases, the student may wish to discuss the problem initially with the Manager of Student Services.

Step 2: Formal Procedures

If informal discussions between the involved parties do not result in a resolution of the problem, students may initiate the formal grievance procedure by submitting a written complaint using the Grievance form found on my.LFGSM.edu, to the Manager of Student Services. The formal complaint must be filed within 30 business days of the incident or concern. The Manager of Student Services will conduct a formal grievance discussion with the involved parties, individually and/or with all concerned parties as appropriate, and will inform the student of a decision within 15 days of receiving the written complaint.

Step 3: Appeal of LFGSM's Decision

If the student is not satisfied with the decision rendered by the Manager of Student Services, the student may submit documentation to the Dean of Faculty Relations and Degree Programs for further grievance procedures. The Dean will review the documentation and speak to the involved parties as appropriate and will render a decision within 15 days of receipt of the student's complaint. Students dissatisfied with LFGSM's response to their complaint or who are not able to file a complaint with the School can file a formal complaint with the Illinois Board of Higher Education (IBHE), Wisconsin Education Approval Board (EAB), as well as with other relevant agencies and/or accreditors.

Tuition, Billing and Other Charges

Degree Program	Course or Course Type	Semester Hours/Course	Number of Courses	Tuition/Course	Materials Expense/Course	LFGSM Technology Fee/Course	Estimated Textbook Expense/Course	Total Program Cost
Leadership MBA	Core or Elective	3	16	\$3,156	\$50	\$20	\$140	\$53,856
	Global Practica and Global Focus Courses	3	1	\$3,156*	\$50	\$20	\$140	
iMBA	History of Management	1	1	\$850	0	0	0	\$37,584
	Career Development	3	1	\$2550	0	0	\$34	
	Core Course	4	10	\$3,400	0	0	\$15	

Tuition and Fees

- 1 Course tuition for 2013-14 academic year. Tuition is increased annually, effective Fall Term of each academic year.
- 2 Materials cost includes case studies, articles, and printed and digital educational materials provided by LFGSM to students. Materials cost is not covered by tuition, but is paid by the student. Please note that required materials may change from time to time to reflect curriculum revisions and, as a result, materials costs may change.
- 3 LFGSM Technology Fee includes online learning management system tools, online assessments and simulations, and graduate e-library.
- 4 Estimated book cost is as of Catalog publication date if book is purchased through the online Lake Forest Graduate School of Management Student Bookstore. Students may purchase required textbooks from any source. Please note that required textbooks may change from time to time to reflect curriculum revisions and, as a result, book cost may change. All currently required textbook information will be provided to students prior to their course. Book cost is not covered by tuition.
- 5 At current tuition rates and credit hours shown, the total cost of the program includes application fees, average current textbook cost at LFGSM Bookstore, materials expense, and Technology Fees.
- 6 Subject to exchange rate fluctuations, based on double occupancy (premium tuition applies).

*These courses require the payment of a supplemental international travel fee and airfare.

Students are responsible for purchasing textbooks. To obtain a listing of textbooks needed for specific courses, visit our online bookstore at www.LFGSMbookstore.com, click on the "Find Books" button, and follow the drop-down menus. Some courses may not require a textbook.

Course By Arrangement Supplemental Fee

A \$1000 Course By Arrangement Supplemental Fee will be charged unless the Registrar determines that no suitable regularly scheduled course alternative existed.

Tuition and Fee Billing

Students will be billed electronically two weeks before the start of each term. The subject line of your bill will read "LFGSM Billing Notice." Each month thereafter, an electronic bill is generated if there is an outstanding balance. Please check your e-mail settings to ensure that the e-bill is not sent to your junk/spam folder.

Tuition Assurance Option (TAO)

LFGSM is committed to providing our students with financial assurance and flexibility when planning their tuition expenses. For program eligibility and details please go to www.LakeForestMBA.edu/TAO.

Definition of Continuously Enrolled:

To keep your locked in rate until you graduate, enroll in the Summer 2013 term and stay enrolled in the next five out of six terms. Continue to enroll in 5 out of 6 terms until completion. If you do not enroll in the Summer 2013 term, you can still qualify for TAP if you enroll in 5 continuous terms beginning Fall 2013. For Corporate MBA Program students, continuous enrollment will be defined based on the cohort's class schedule.

Payment Options

No Plan - Pay tuition and fees in full upon receipt of your invoice, before the start of each term.

Deferred Payment - Students who receive tuition reimbursement from their employer may request to defer payment of tuition until successful course completion. Please note that finance fees, described below, will be assessed on your outstanding balance.

Tuition and fees can be paid by cash, check, or the following credit cards: American Express, Discover, MasterCard and Visa. Checks can be dropped off at one of our campuses or mailed to the Business Office Manager, Lake Forest Graduate School of Management, 1905 W. Field Ct., Lake Forest, IL 60045. Please include your account number or invoice number clearly on the check. Credit card payments may be made online at my.LFGSM.edu or by phone at 847-574-5238. Please allow 24 to 48 hours for processing.

Student accounts that are past due may be put on financial hold until payment is received. Students with past due balances will not be permitted to register for additional courses, have access to the Learning Management System (LMS), or obtain grades and transcripts.

Finance Charges

All unpaid balances are subject to finance charges, computed on the outstanding balance as of the date the finance charge is billed. The finance charge is computed at .75% per month, which is equal to an annual rate of 9%. To avoid finance charges, payments must be received and processed by the 10th of the month. Finance charges cannot be waived.

Returned Check and Declined Credit Card Fee

Because returned checks and declined credit cards create administrative costs, returned checks and declined credit cards may result in an additional processing fee of up to \$30.

Schedule Change Fees

If a schedule change is made once a course is billed, students will be subject to a \$50 administrative fee. Due to administrative costs, this fee also applies to students who withdraw from the course after it is billed.

Employer Tuition Reimbursement / Deferred Payment

Many students' employers offer a tuition reimbursement benefit that students can use to finance their education. LFGSM is supportive of this arrangement, and encourages students to use this benefit if available to them. However, students are responsible for tuition regardless of arrangements with their employer. Tuition reimbursement does not eliminate students'

responsibility to pay tuition by the due date.

Students who receive tuition reimbursement may request to defer payment of tuition until successful course completion. Students have up to two weeks after the completion of the course to pay in full. If payment is not made, students may be placed on hold. Students opting for a deferred payment arrangement will be liable for a nine-percent-per-annum deferment fee, assessed on unpaid tuition each month until the balance is paid.

The single exception to the deferred payment plan applies to graduating students' tuition for Spring and Summer Term, when all monies owed LFGSM (tuition, fees, etc.) are due one month before the day of graduation.

Tuition reimbursement letters must be updated annually at the beginning of each academic year. Students will continue to receive a statement of account every month if there is a balance outstanding. By paying a portion of the invoice, students can reduce their monthly deferment charge.

The Business Office requires proof of tuition reimbursement, including the dollar amount per term or per calendar year for which the student is eligible.

Financial Aid

Federal Stafford Loans are available to eligible students through the Federal Direct Loan program. These loans are made directly by the U.S. Department of Education, not by commercial banks or other financial institutions. Most students are eligible for Stafford Loans regardless of credit history, level of income, or value of assets. Students can borrow a maximum of \$20,500 per academic year. Your loans will be received directly by LFGSM. LFGSM will use your loan money first to pay for tuition, fees, and other school charges. If any loan money remains, you will receive the funds by check or ACH.

Currently, all loans carry a fixed rate interest of 6.8% per year. After you graduate, leave school, or drop below half-time enrollment, you will have a six-month grace period before you begin repayment. During this period, you will receive repayment information from your loan servicer, and you will be notified of your first payment due date. Payments are usually due monthly.

The Direct Loan Program offers several repayment plans that are designed to meet the different needs of individual borrowers. Generally, you will have 10 years to repay your loan, depending on the repayment plan you choose.

To receive aid from the federal student aid programs, you must:

- Have unmet financial need.
- Be enrolled at least halftime or accepted for enrollment as a regular student working toward a degree or certificate.
- Be a U.S. citizen or eligible non-citizen.
- Have a valid social security number. (if you don't have a social security number, you can find out more about applying for one at www.ssa.gov)
- The LFGSM Financial Aid Department follows the Schools policies for determining Satisfactory Academic Progress when distribution financial aid. For more information, please see "Grades and Student Satisfactory Academic Progress" section of the Catalog.
- Sign a statement on the Free Application for Federal Student Aid (FAFSA) certifying that you will use federal student aid only for educational purposes.
- Sign a statement on the FAFSA certifying that you are not in default on a federal student loan and that you do not owe money back on a federal student grant.
- Register with the Selective Service, if required.

The Direct Loan default rate for LFGSM, as taken from the U.S. Department of Education, National Student Loan Data System, is available at <http://www.lakeforestmba.edu/admissions/financial-aid/grants-loans/default.aspx>.

A Financial Aid Checklist can be obtained through our website at my.LFGSM.edu, or by contacting the Financial Aid Office at 847-574-5264.

Graduate PLUS Loans

Graduate PLUS Loans funds are available to students through the U.S. Department of Education.

The maximum PLUS Loan amount you can borrow is your cost of attendance (determined by the school) minus any other financial assistance you will receive.

There are several repayment plans that are designed to meet the different needs of individual borrowers. Generally, you have 10 years to repay your loan, depending on the repayment plan that you choose, and you may defer repayment while you are enrolled at least half-time. You will receive more detailed information on your repayment options during entrance and exit counseling sessions.

Scholarship Opportunities, Veterans and Alumni Benefits

LFGSM provides private donor scholarship assistance to qualified individuals. LFGSM will award scholarships of up to 50% of the course tuition (certain restrictions apply).

These scholarships are made possible through the generosity of individuals and organizations, and vary in their qualification criteria, including opportunities for entrepreneurial business owners and students demonstrating high academic achievement as well as applicants in manufacturing positions and the non-profit sector.

Current students applying for scholarships must maintain satisfactory academic progress and be in good financial standing. Incoming students must be generally accepted to the MBA program at the time of application for scholarships. Hotchkiss Scholar Candidates with a financial need may apply for the Hotchkiss Scholarship which will be used solely to help offset the required Global Practicum's travel costs.

As part of the scholarship application process, you must submit a Free Application for Federal Student Aid (FAFSA) to the U.S. Department of Education. Submitting a FAFSA is not the same as applying for a scholarship. It is a preliminary step. Please see our website at my.LFGSM.edu/ICS/Financial_Aid for a listing of scholarships, details and processes.

Veterans Benefits

LFGSM is approved by the Illinois State Approving Agency for educational aid under the G.I. Bill (including the Yellow Ribbon Program) to eligible veterans. Students will need to provide their Certificate of Eligibility to the school. The Certificate of Eligibility may be obtained through the St. Louis Veterans Affairs Customer Service Office, available 24 hours a day at 888-442-4551. For additional information, contact the St. Louis Veterans Affairs Customer Service Office or the LFGSM Financial Aid office at 847-574-5264.

Alumni Tuition Benefit

Recognizing the value of lifelong learning, LFGSM offers alumni of the MBA (and former MSM) degree the opportunity to pursue most graduate-level coursework at a reduced tuition rate. All Leadership and iMBA courses, will be discounted at half the tuition rate. Materials and other fees will be charged at the published price. ASSIST Program

This program is designed to help students who have experienced a sudden, unexpected job loss by positioning them for a powerful career rebound through education, financial scholarships, and counseling. As a not-for-profit organization, LFGSM is driven to give back and contribute to the enrichment of our communities. For more information, contact the Registrar at 847-574-5208.

Cancellation/Refund Policy

Tuition Credits and Refunds (Illinois Residents)

A tuition credit or refund will only be issued to a student who provides written notification to the Registrar of withdrawal from a course. The tuition credit or refund will be made according to the following schedule.

If you submit your Leave of Absence or Withdrawal Form to the Registrar's Office prior to:	Your Refund for an 8-week course will be:	Your Refund for a course less than 8-week will be:
Saturday 11:59 a.m. Central Time in Week #1 of term	100%	100%
Saturday 11:59 a.m. Central Time in Week #2 of term	50%	50%
Saturday 11:59 a.m. Central Time in Week #3 of term	0%	0%

Cancellation/Refund Policy (Wisconsin Residents)

Cancellation and Refund Policy for Programs

The student will receive a full refund of all money paid if the student:

1. Cancels within the three-business-day cancellation period under EAB 6.04.
2. Accepted was unqualified and the school did not secure a disclaimer under EAB 9.04.

3. Enrollment was procured as the result of any misrepresentation in the written materials used by the School or in oral representations made by or on behalf of the School.

Refunds will be made within 10 business days of cancellation.

A student who withdraws or is dismissed after attending at least one class, but before completing 60% of the instruction in the current enrollment period, is entitled to a prorated refund as follows:

At Least	But Less Than	Refund of Tuition
1st class	10%	90%
10%	20%	80%
20%	30%	70%
30%	40%	60%
40%	50%	50%
50%	60%	40%
60%	no	no refund

As part of this policy, the school may retain a one-time application fee of no more than \$100. The School will make every effort to refund prepaid amounts for books, supplies and other charges. A student will receive the refund within 40 days of termination date. If a student withdraws after completing 60% of the instruction, the school may refund a pro rata amount if withdrawal is due to mitigating circumstances beyond the student's control.

A written notice of withdrawal is not required.

Refund Policy for Students Called to Active Military Service

A student who withdraws as a result of being called to active duty in a military service of the United States or the Texas National Guard may elect one of the following options:

1. If tuition and fees are paid in advance of the withdrawal, a pro-rata refund of any tuition, fees, or other charges paid by the student of the program, and a cancellation of any unpaid tuition, fees, or other charges owed by the student for the portion of the program the student does not complete following withdrawal.
2. A grade of "incomplete" with the designation "withdrawn-military" for the course in the program, other than courses for which the student has previously received a grade on the student's transcript, and the right to re-enroll in the program, or a substantially equivalent program if that program is no longer available, not later than the first anniversary of the date the student is discharged from active military duty, without payment of additional tuition, fees, or other charges for the program other than any previously unpaid balance of the original tuition and fees for the program.
3. The assignment of an appropriate final grade or credit for the courses in the program, but only if the instructor determines that the student has satisfactorily completed at least 90% of the required coursework for the class and demonstrated sufficient mastery of course material to receive credit for completing the class.

Refunds will be totally consummated within 60 days after the effective date of termination.

The LFGSM Learning Process

LFGSM offers two MBA programs. The Leadership MBA (LMBA) program is designed for working professionals with four or more years of work experience. The Scenario-based Immersion MBA (iMBA) is designed for students with one to three years of professional experience.

The Lake Forest MBA is a general management business degree, providing a broad knowledge base in the areas that are critical for success in today's business environment. In this program, timely business topics are incorporated into a curriculum that includes accounting, business management, communications, economics, finance, marketing, organizational development, and strategy.

The LMBA Program's core courses are organized into three competency based certificates: Change Management, Strategy and Execution, and Management Analytics. Certificates are awarded to LMBA students as they complete the courses that constitute the certificates.

Each MBA program course is designed to build upon the others, gradually increasing the student's skills and confidence while developing a greater understanding of the relationships among disciplines. Facilitated discussion, case studies, computer simulations and exercises, role-play, and team projects and presentations help students apply face-to-face and online classroom learning to current workplace projects and achieve business impact.

LFGSM believes that effective business education occurs when business-professional faculty members interact with business professional students in a manner that incorporates research-based, best-practice teaching techniques and technologies. Accordingly, LFGSM's instructional design principles are experiential, that is, structured to allow maximum opportunities for students to learn by doing. This experiential approach involves concise and relevant lectures, and structured opportunities that allow students to practice, review, and learn from others.

The role of the faculty is to facilitate the learning process by bringing in relevant and contemporary examples drawn from their own experience. They provide invaluable guidance and feedback, helping learners to tie their readings and experiences to key business concepts. Through informal and formal assessments of measurable learning outcomes, faculty members help the School and its students to continually improve.

Delivery Models

Graduate Seminar

At the discretion of the Dean, the Graduation Seminar is designed to provide a rich and engaging academic experience for smaller groups of students. The LFGSM teaching and learning philosophy is grounded in adult learning principles that recognize how much students learn from each other in addition to short lectures, activities, and simulations presented in a course. This philosophy relies on active student participation and engagement in the learning process. When class size is small (under 12), the opportunity for student engagement may be limited.

To assure that students in small classes have a rich experience with ample opportunities to apply what they are learning, the Graduate Seminar presents materials in a slightly different way. Students take on more responsibility for applying what they are learning outside the classroom, giving them more opportunity to gain multiple perspectives. They then bring their findings back to the larger group through in-class or online discussion and individual/team reflection essays. The Graduate Seminar offers personalized instruction — individualized feedback that cannot be provided in a larger group setting. Students are encouraged to participate in larger classroom settings to enhance their learning/networking opportunities.

Face-to-Face (With Web Support)

All of the LFGSM courses have a strong web support component designed to enhance the classroom experience. Web support acts not only as a repository of course materials, but also provides access to other School and course resources.

It facilitates the following:

- In-class discussions can be continued beyond the physical class session.
- Students can work collaboratively outside of class.
- Instructors can include supplemental resources for students.
- Instructors can share current and emerging trends through the web support available for each course.

Hybrid

The Hybrid delivery model combines in-class sessions with virtual sessions. Using the Learning Management System (LMS) and LFGSM design course template, engaging and interactive synchronous and asynchronous sessions become a significant part of the course. Students will use the virtual classroom to participate in discussions, simulations, and other activities that support learning outcomes of the course.

Online

Online courses do not meet face-to-face. These courses are delivered through the Learning Management System (LMS) and LFGSM design course template. Each course provides engaging and interactive synchronous and asynchronous activities that encourage discussion and interaction among students with a high degree of involvement and feedback from the instructor. The iMBA courses use engaging virtual reality combined with asynchronous discussion activities and also include a high degree of feedback from the faculty. All LFGSM iMBA and LMBA online courses require students to become part of an active learning community with the opportunity to take part virtually in classroom location or campus activities.

Accelerated

Accelerated courses are full credit LMBA courses offered in a condensed time frame. These courses require students to attend sessions over several days or a few weeks, rather than a full term. The course goals and objectives remain the same, as does the workload. Accelerated courses require a significant time commitment in a short period of time.

LMBA — Leadership MBA Course Descriptions

Course		Clock Hours		
Number	Title	Lecture	Total	Semester Hours
5000	KEYS To Your Success		16	0
5100	Executive Success Skills	35	35	3.0
5110	Accounting for Decision Making	35	35	3.0
5120	Effective Leadership	35	35	3.0
5130	Strategic Thinking	35	35	3.0
5140	Business Analytics & Research	35	35	3.0
5160	Global Business & Cultural Diversity	35	35	3.0
5170	Economics for Managers	35	35	3.0
5190	Financial Management	35	35	3.0
5200	Innovation & Risk	35	35	3.0
5210	Marketing	35	35	3.0
5220	Leading Organizational Change	35	35	3.0
5230	Operations Management	35	35	3.0
5240	Strategic Management	35	35	3.0
	Elective	35	35	3.0
	Elective	35	35	3.0
	Elective	35	35	3.0
TOTAL PROGRAM HOURS		550	576	48

Graduate-level Management Certificate Programs

Professionals who are non-degree-seekers can choose to benefit from the Leadership MBA curriculum by pursuing a Graduate-level Management Certificate Program, derived from the core courses in the LMBA program. With LFGSM's signature "learn it today, use it tomorrow" approach to business education, certificate students will become effective leaders from day one. Students can earn any one of the following three certificates in a year. Each certificate program includes a self-paced, online KEYS™ module and a series of four core courses. Full course descriptions are on the following pages.

Change Management Certificate

This series of four courses selected from the LFGSM Leadership MBA degree program will help students develop the skills needed to become more effective leaders. Students will gain the tools and know-how to guide and facilitate constructive strategic change.

Course 1: Executive Success Skills (5100)

Course 2: Effective Leadership (5120)

Course 3: Global Business & Cultural Diversity (5160)

Course 4: Leading Organizational Change (5220)

Management Analytics Certificate

This series of four courses selected from the LFGSM Leadership MBA degree program will help students structure an approach to gathering, understanding, and interpreting data in various functional business areas, such as accounting and finance. Students will also learn key economic concepts that are critical to managerial decision-making within today's business environment.

Course 1: Business Analytics and Research (5140)

Course 2: Accounting for Decision Making (5110)

Course 3: Economics for Managers (5170)

Course 4: Financial Management (5190)

Strategy and Execution Certificate

This series of four courses selected from the LFGSM Leadership MBA degree program will help students develop and

implement strategy that is a source of sustainable competitive advantage and initiate strategically aligned innovation. Students will gain tools to construct an effective marketing strategy based on competitive advantage and understand and implement the decisions necessary to optimize operational business processes.

Course 1: Strategic Thinking (5130)

Course 2: Innovation & Risk (5200)

Course 3: Marketing (5210)

Course 4: Operations Management (5230)

Qualified certificate students who complete the full admissions process can go on to earn an MBA degree by completing the above three certificates, the capstone course and three electives.

Certain courses build on previous work. The recommended Certificate sequence, the default schedule, is designed to help students maximize their learning in each course that constitutes the Certificate. Those courses are identified by a statement at the end of the course description (recommended prerequisites). Students are able to change their schedule to fit their personal needs, but they should be aware that they may need to do some additional work to take full advantage of the course content.

5000 KEYS™ (not a credit-bearing course)

The KEYS™, self-paced online modules are a prerequisite for all LFGSM courses. Each topic covered (digital literacy, finance fundamentals, communication and teams, and critical thinking), provides a four-hour introduction to key concepts introduced in the core MBA program's Certificates. This self-paced material includes assessments and resources that will serve to better prepare students for the rigor of graduate work. These pass/fail modules are linked to particular certificates and must be completed prior to starting specific, linked certificates. Digital Literacy and Communication and Teams is linked to the Change Management Certificate. Finance Fundamentals is linked to the Management Analytics Certificate, and it is assumed that Digital Literacy has been completed. Critical Thinking is linked to the Strategy and Execution Certificate.

Core Courses/Certificates

5100 EXECUTIVE SUCCESS SKILLS

– Change Management Certificate
(3 semester hours credit)

Communication is at the heart of effective leadership. This introductory course establishes performance expectations for the critical communication skills necessary for success in business. Students will have an opportunity to fine-tune their written, oral, and listening skills as well as to learn the basics of teamwork. Students will learn how to frame a message for maximum impact using a variety of communication tools (both face-to-face and virtually), how to incorporate delivery techniques into their presentations that will engage the audience, and how to respond effectively to their managers and peers. Fundamental concepts and guidelines are reinforced through practical assignments, ongoing instructor/peer/self critique, and participation in team activities. Subsequent courses will build upon the criteria for excellence in communications that have been defined in this class. Required Prerequisites Keys: Digital Literacy and Communication and Teams

5110 ACCOUNTING FOR DECISION MAKING

– Management Analytics Certificate
(3 semester hours credit)

This course provides students with an understanding of the financial information shared with external stakeholders and the management information critical to internal stakeholders in achieving stated goals in the organization. Learning about the components of profitability, liquidity, and asset management through financial statement analysis will promote insight in the areas of governance, investment decisions, credit decisions, and regulatory compliance. The creation of useful analysis and communication of management financial information is essential to meeting internal corporate objectives. This course will provide students with the skills to make data-driven decisions using relevant managerial accounting concepts to optimize organizational profitability and asset management. Required Prerequisites Keys: Digital Literacy and Finance Fundamentals

5120 EFFECTIVE LEADERSHIP

– Change Management Certificate
(3 semester hours credit)

Effective Leadership is a highly personal look at leadership. This course enables students to better understand their own leadership styles and apply these styles effectively in the workplace. The course includes a discussion of individual and universal leadership concepts, how leaders think and act, and how various management styles impact situations and

relationships within an organization. Exploring how effective teams are formed and how team members interact allows students to become more effective members and leaders of teams. In addition, coaching models are demonstrated to help students become influential leaders within their companies. Students develop action plans to enhance their professional and personal leadership skills through the completion of personal assessments and interactive activities. Prerequisites Keys: Digital Literacy and Communication and Teams

5130 STRATEGIC THINKING

– Strategy and Execution Certificate

(3 semester hours credit)

In this course, students will learn to think strategically and apply strategic concepts and tools to the fundamental functions and processes necessary to lead a business in a dynamic and highly competitive environment. Students are introduced to a higher level of thinking – the type that general managers rely on in running successful businesses – by forming an integrated systems perspective of an organization. Students will be required to demonstrate their ability to convert their analysis into logical and persuasive recommendations. The course challenges students to improve their ability to resolve complex business issues, identify underlying problems, be open to new ideas that lead to innovative but feasible alternatives, and take actions that will meet the needs of their organization's stakeholders. Required Prerequisites Keys: Digital Literacy and Critical Thinking

5140 Business Analytics & Research

– Management Analytics Certificate

(3 semester hours credit)

This course focuses on the practical application of statistical tools to understand and use relevant data, which lead to winning decisions by introducing students to major statistical and decision analysis tools used in business. It prepares them for quantitative analysis in a variety of areas, including strategy, operations, finance, human resources, and marketing and sales. By separating facts from opinions and identifying the most influential factors and risks in areas such as marketing, operations, finance and strategy, students will formulate judgments that provide a competitive advantage to themselves and their organizations. Interpreting data and making decisions are not exclusively mechanical processes; they also involve intuition, ideas and values to find real-world meaning from real-world numbers. Required Prerequisites Keys: Digital Literacy and Finance Fundamentals

5160 GLOBAL BUSINESS & CULTURAL DIVERSITY

– Change Management Certificate

(3 semester hours credit)

Companies and managers are impacted as the global economy trends toward greater integration and interdependency. This course examines the effect of cultural diversity on personal and organizational effectiveness, the

impact of globalization on business operations, and the strategic considerations and factors necessary to compete ethically and effectively in this dynamic marketplace. Students will view the global environment from many viewpoints (individual contributor, functional manager, and CEO) through case studies, discussions, simulations and assignments. This course addresses effective communication, ethical decision-making, and strategic thinking under the umbrella of the global challenge. Required Prerequisites Keys: Digital Literacy and Communication and Teams

5170 ECONOMICS FOR MANAGERS

– Management Analytics Certificate

(3 semester hours credit)

This course examines key economic concepts critical to managerial decision-making within today's business environment, including microeconomic and macroeconomic principles. Microeconomic topics addressed include supply and demand, consumer and competitor behaviors, cost analysis, and pricing and output decisions within various market structures. Issues related to public policy and regulation as they apply to market dynamics and business decision-making is also included. In the macroeconomics section, the course considers the national and worldwide economic environment within which businesses operate. Specifically, it provides an understanding of gross domestic product, unemployment, investment, interest rates, the supply of money, inflation, exchange rates, international trade, business cycles, and fiscal and monetary policy. All topics are discussed with an emphasis on real-world applications. Required Prerequisites Keys: Digital Literacy and Finance Fundamentals

5190 FINANCIAL MANAGEMENT

– Management Analytics Certificate

(3 semester hours credit)

This course combines understanding, application, and discussion of important financial management concepts, resulting in the student's improved appreciation of the dynamics of financial relationships. Students build upon prior skills and knowledge, identifying the real-world tradeoffs in business planning and corporate operations. They apply financial principles, tools, and identifiable risk to create and measure economic value. This course places particular emphasis on the practice and theory associated with asset valuation and the maintenance of appropriate capital structure. Required Prerequisites Keys: Digital Literacy and Finance Fundamentals Recommended Prerequisites: 5140, 5110

5200 INNOVATION & RISK

– Strategy and Execution Certificate

(3 semester hours credit)

This course focuses on the acquisition of discovery techniques, risk assessment tools, and innovation leadership skills to initiate strategically aligned innovation in an organizational environment. The significance of innovation,

the strategic and organizational environment, and best implementation practices for both individuals and teams are examined and experienced. Required Prerequisites Keys: Digital Literacy and Critical Thinking Recommended Prerequisites: 5130, 5210, 5230

5210 MARKETING

– Strategy and Execution Certificate

(3 semester hours credit)

This course provides students with a working knowledge of contemporary marketing principles, the ability to solve diverse and complex marketing problems, and a comprehensive set of marketing strategies that can be used effectively within a global environment. Emphasis is placed on applying course learning to real-world challenges. Students are taught to think strategically and ethically to achieve a desired market presence and to develop and maintain strong customer relationships. Areas of study include market assessment and development, understanding consumer behavior, segmentation and target selection, strategic brand positioning, product management, integrated communications, channel management, strategic pricing, and market planning. Required Prerequisites Keys: Digital Literacy and Critical Thinking Recommended Prerequisites: 5140

5220 LEADING ORGANIZATIONAL CHANGE

– Change Management Certificate

(3 semester hours credit)

This course helps students understand and participate effectively in dynamic organizational change. Students will learn why enhancing the pace of learning and change is important to personal and organizational performance and growth. They will be able to diagnose the functional or dysfunctional impact of strategic intent, culture, and leadership behaviors on organizational change. The course will also enable students to recognize and address both personal and organizational obstacles to constructive change. Finally, students will understand the need for continually reassessing and updating their capabilities for leading change and how to apply these capabilities to facilitate change within their organizations. Required Prerequisites Keys: Digital Literacy and Communication and Teams Recommended Prerequisites: 5120

5230 OPERATIONS MANAGEMENT

– Strategy and Execution Certificate

(3 semester hours credit)

This course provides an overview of key operations management functions in the context of a globally competitive environment, both in a service and a manufacturing setting. Various elements critical to achieving optimal performance are examined. Such elements include labor evaluation, process design and management, capacity planning, site selection, software systems such as ERP, inventory management, scheduling and demand flow, quality systems, managing customer relationships, supply chain management, employee involvement, lean enterprise

management, operational strategies, and the impact of global operations. Students will attain insight and a deeper understanding of the role that operations play in the overall organizational strategy. Required Prerequisites Keys: Digital Literacy and Critical Thinking Recommended Prerequisites: 5140

5240 STRATEGIC MANAGEMENT

(3 semester hours credit)

This capstone course is designed to provide students with an opportunity to apply and integrate knowledge and skills acquired in the MBA program. The emphasis is on the holistic perspective of the CEO/General Manager in crafting a business strategy and using acquired team and leadership skills to successfully execute this strategy. Strategic management issues are explored and applied within the contexts of stakeholder value, ethical decision-making, innovation, and strategic thinking. Prerequisites: All Core Courses

Specializations

The following courses qualify LMBA students for an optional "specialization" credential. Any student can take any of the specialization electives, even if he/she does not declare the specialization. Global Practica courses can be applied to any Specialization.

Finance

5848 GLOBAL FINANCE

(3 semester hours credit)

Companies and managers are impacted as the global economy trends toward greater integration and interdependency. This course provides students with an advanced and in-depth understanding of financial management principles as they relate to the global capital markets. Focusing on the global financial and macroeconomic environment, topics such as foreign exchange markets, management of foreign exchange exposure, international financial instruments, and cross-border investment are analyzed. Through lecture, case study, group discussion, and presentation, students will increase their ability to manage exchange risk and market imperfections using various techniques while maximizing organizational financial performance. This course addresses effective communication and ethical decision-making under the umbrella of the global challenge.

5827 INVESTMENTS

(3 semester hours credit)

This course introduces basic portfolio strategies focusing on common investment types, including mutual funds, fixed-dollar annuities and variable-dollar annuities from the perspective of the individual and institutional investor. Market operations, performance evaluation, fundamental security analysis methods (in relation to stock bonds), mutual funds, options, and futures are included and students have the opportunity to analyze how each type works, recognizing the advantages and disadvantages as well as yield expectations.

5828 ENTREPRENEURIAL FINANCE

(3 semester hours credit)

This course focuses on the financing decisions of entrepreneurs. The course emphasizes identifying and valuing entrepreneurial business opportunities as well as how and from whom entrepreneurs raise funds. It includes an exploration of how financial contracts are structured to manage risk and align incentives and how and when entrepreneurs “harvest” success and value.

Marketing

5849 GLOBAL MARKETING

(3 semester hours credit)

Companies and managers are impacted as the global economy trends toward greater integration and interdependency. This course provides students with an advanced and in-depth understanding of marketing principles as they relate to the global marketplace. Environmental factors that influence marketing in the global arena (political, economic, legal, socio-cultural, technological, and competitive) are examined as to the impact on entry strategy, product, pricing, distribution, packaging, promotion planning, and branding. Through lecture, case study, group discussion, presentation and in-store research, the complex and dynamic global environment in which marketing strategies are formulated and implemented are analyzed to advance student decision-making skills in successful global marketing. This course addresses effective communication and ethical decision-making under the umbrella of the global challenge.

5843 GLOBAL FOCUS: HEALTHCARE

(3 semester hours credit)

This course offers students an opportunity to expand their understanding of Health Care beyond the US system and to become more informed global business leaders with sensitivity to and awareness of international cross cultural difference particularly as it relates to health care as well as an ability to identify the business growth opportunities and challenges that these offer. The course combines traditional classroom-based learning with structured, rigorous in-country experiential learning in an innovative and flexible framework of classroom activities and in country site visits. The operational aspects of healthcare outside the US will include analysis and a comparative review of key elements. Beyond cultural differences, the comparison will focus on the organization, management, economics, resource production, delivery of services and quality of care in the country visited. Through pre departure classroom discussion and research, in-country site visits, and lectures from healthcare professionals and industry leaders, students will have the opportunity to learn and interact with local experts and practitioners.

5871 LEADING THE SALES FUNCTION

(3 semester hours credit)

Leading the revenue generation effort is key to an

organization’s success and a principle concern of sales force leaders and the senior executives to whom they report. This course covers the business processes of planning, developing and implementing the company’s strategic sales plan, relating it to the overall marketing strategy and reviewing and evaluating sales force performance. Students learn the basics of the selling process and territory management, as well as how to prepare forecasts and structure and deploy the sales force to achieve them. They are introduced to the challenges associated with recruiting, selecting, training, motivating, coaching, evaluating, rewarding, and retaining qualified sales people. The course also exposes students to the many legal and ethical concerns unique to the sales function such as team dynamics and the special mentoring relationships that develop between sales team members and their leaders.

5850 DIGITAL MARKETING

(3 semester hours credit)

This course examines the ways new digital technologies have changed the marketing industry. It covers its impact on the e-enabled marketing mix and communication strategies, as well as changes in product and channel strategy driven by digital technology. The course provides the student with a working knowledge of contemporary digital marketing principles and provides a tool set to assess, build, and sustain a successful, comprehensive integrated digital marketing program. In a field that literally changes on a daily basis, emphasis is placed on staying on top of contemporary topical issues, while applying course content to real-world challenges.

Healthcare

5831 THE HEALTHCARE LANDSCAPE

(3 semester hours credit)

Healthcare is dynamic, complex, and a force of change in the world today. It offers substantial career opportunities for the aspiring business professional. It is essential that managers possess a greater understanding of the healthcare landscape and the forces driving changes today. This course will provide an overview of the healthcare landscape and the diversity of the stakeholders, and will introduce some of the contemporary issues framing the healthcare agenda.

5832 ADVANCED TOPICS IN HEALTHCARE FINANCE

(3 semester hours credit)

The healthcare industry is characterized by challenges and complexities that revolve around third-party payers, increasing regulations, competitive market forces, and a mixture of government, private, not-for-profit, and investor-owned organizations. Healthcare leaders are faced with evolving models of delivery and financing of care, continually rising costs, and increasingly regulatory compliance. Today more than ever, healthcare leaders need a greater understanding of complex financial issues and analytical tools to make sound business decisions. This course

will include a brief overview of the healthcare financial environment, industry-specific analytical tools, balance sheet management of both short-term and long-term assets and liabilities, integrated strategic and financial planning, risk management, and ethics.

5833 HEALTHCARE BUSINESS OPERATIONS

(3 semester hours credit)

This course builds upon the student’s understanding from previous coursework about the scope and breadth of the healthcare services and products industry, the unique aspects related to financing, the political and regulatory issues and impacts, and the various ethical issues that run through all aspects of decision-making in the industry. This course incorporates the use of case analysis, and broad-based, in-depth exposure to various industry segments through site visits to healthcare service and/or manufacturing settings, and guest speakers from clinical, scientific, and operations perspectives across segments and political and/or public health arenas.

Organizational Behavior

(Choose three of the following courses, which fulfill the requirements for the specialization.)

5802 NEGOTIATIONS & CONFLICT MANAGEMENT

(3 semester hours credit)

The purpose of this course is to help students become more effective in handling the frequent conflicts and resulting negotiations that confront business executives. The course treats negotiation as a complex process that requires the successful practitioner to develop and utilize a unique blend of perceptual, analytical, and interpersonal skills.

5804 BUSINESS LAW

(3 semester hours credit)

This course examines the legal and regulatory environment in which corporations and managers function. Day-to-day decision-making is considered within the context of pertinent laws, regulations, and court decisions. The focus is on analysis of the legal system, and specific topics within the system such as contracts, governmental regulations, agency relationships, torts, corporate and other types of business entities, and related issues.

5806 TEAM AND EMPLOYEE EFFECTIVENESS

(3 semester hours credit)

This course covers both the communications challenges specific to teams as well as the feedback process that occurs in coaching or managing relationships. The most productive teams are facilitated by skilled process managers who understand how to build teams and keep them productive for a defined time period. Students learn in real-time how to build a team by working in teams. Employee effectiveness is dependent upon the feedback processes that occur in the workplace.

Managers typically engage in a number of key one-on-one interactions with employees to ensure improved performance. These key interactions revolve around the life cycle of employment, including interviewing, onboarding, setting goals, performance reviews, coaching and termination. This course addresses strategies that help managers develop direct reports and improve their ability to successfully engage in critical coaching conversations.

5807 ETHICAL LEADERSHIP & DECISION-MAKING

(3 semester hours credit)

This course provides an understanding of how values shape individual ethical behaviors, and how these behaviors influence leadership and decision-making. It will provide practical knowledge and tools needed to effectively manage the everyday ethical conduct of employees. The course also discusses how legal, philosophical, and corporate practices influence ethical behavior for individuals and companies. Students examine how social, environmental, and stakeholder responsibilities, as well as different values impact ethical behavior in companies. (Premium tuition pricing applies.)

5810 STRATEGIC TALENT MANAGEMENT

(3 semester hours credit)

This course builds a conceptual framework for business leaders to understand that the strategic management of people can improve business performance. This course will help participants maximize the performance of their employees and learn techniques that promote the success of their employees. As leaders move up in their organizations, their success ultimately depends on their ability to achieve results by managing the efforts of their direct reports and colleagues. Three major themes are developed in this course: An organization is most effective when “people strategies” are properly aligned with “business strategies.” The strategic management of people is a critical responsibility of all business leaders within an organization. As leaders move up in an organization, the challenge of working through others to achieve success increases.

Global Business Specialization

(Choose three of the following courses, which fulfill the requirements for the specialization. A Global Practica course can also be substituted for another course in any Specialization.)

5840 GLOBAL PRACTICUM: EUROPE

(3 semester hours credit)

This course offers students an opportunity to focus on the European business environment within an innovative and flexible framework that combines traditional classroom-based learning with structured, rigorous, in-country experiential learning. The pragmatic aspects of doing business abroad, such as cultural differences, resource

availability, legal and economic framework, technology, and marketing issues are explored through classroom discussion, in-country company and government site visits, lectures from European educators and business leaders, and consulting project client interaction. This course addresses effective communication and ethical decision-making under the umbrella of the global challenge. (Additional Student Cost: Travel supplement fee and Airfare.)

5841 GLOBAL PRACTICUM: ASIA (3 semester hours credit)

This course offers students an opportunity to focus on the Asian business environment within an innovative and flexible framework that combines traditional classroom-based learning with structured, rigorous, in-country experiential learning. Focusing on emerging markets in terms of development, economy, growth, and philosophies in a multi-cultural setting, the challenges and opportunities of these dynamic markets are addressed. The pragmatic aspects of doing business abroad, such as cultural differences, resource availability, legal and economic framework, technology, and marketing issues are explored through classroom discussion, in-country company and government site visits, lectures from Asian educators and business leaders, and consulting project client interaction. This course addresses effective communication and ethical decision-making under the umbrella of the global challenge. (Additional Student Cost: Travel supplement fee and Airfare.)

5842 GLOBAL PRACTICUM: LATIN AMERICA (3 semester hours credit)

This course offers students an opportunity to focus on the Latin American and U.S. Hispanic business environment within an innovative and flexible framework that combines traditional classroom-based learning with structured, rigorous, in-country experiential learning. The pragmatic aspects of doing business abroad, such as cultural differences, resource availability, legal and economic framework, technology, and marketing issues are explored through classroom discussion, in-country company and government site visits, lectures from Latin American educators and business leaders, and consulting project client interaction. This course addresses effective communication and ethical decision-making under the umbrella of the global challenge. Additional Student Cost: Travel supplement fee and Airfare.)

5847 Global Base Camp (no credit and no cost - Global Base Camp is required to become a Hotchkiss Scholar)

This non credit bearing course is directly linked to each of the Global Practica courses providing real time research support for the consulting projects and company visits. Students enrolled in the Global Base Camp course will participate in the required pre-departure sessions and follow up session as needed. Student will participate in scheduled and spontaneous virtual conferences while Global Practica

students are in country. Detailed responsibilities and tasks will be identified in conjunction with Base Campus faculty and Global Practica faculty and are dependent upon the counties visited, consulting projects and company visits.

5848 GLOBAL FINANCE (3 semester hours credit)

Companies and managers are impacted as the global economy trends toward greater integration and interdependency. This course provides students with an advanced and in-depth understanding of financial management principles as they relate to the global capital markets. Focusing on the global financial and macroeconomic environment, topics such as foreign exchange markets, management of foreign exchange exposure, international financial instruments, and cross-border investment are analyzed. Through lecture, case study, group discussion, and presentation, students will increase their ability to manage exchange risk and market imperfections using various techniques while maximizing organizational financial performance. This course addresses effective communication and ethical decision-making under the umbrella of the global challenge.

5849 GLOBAL MARKETING (3 semester hours credit)

Companies and managers are impacted as the global economy trends toward greater integration and interdependency. This course provides students with an advanced and in-depth understanding of marketing principles as they relate to the global marketplace. Environmental factors that influence marketing in the global arena (political, economic, legal, socio-cultural, technological, and competitive) are examined as to the impact on entry strategy, product, pricing, distribution, packaging, promotion planning, and branding. Through lecture, case study, group discussion, presentation, and in-store research, the complex and dynamic global environment in which marketing strategies are formulated and implemented are analyzed to advance student decision-making skills in successful global marketing. This course addresses effective communication and ethical decision-making under the umbrella of the global challenge. A Global Practica course can also be substituted for another course in any Specialization.

Additional Electives

During their course of study, LMBA students will take three elective courses, and may choose from any of the courses listed on pages 39-43.

5820 PROJECT MANAGEMENT (3 semester hours credit)

This course covers the process and techniques required to manage almost all types of projects. The course integrates key management skills acquired throughout the MBA program with specific project management skills and

knowledge. This integration helps students more effectively meet project objectives on time and within budget, as well as meet expectations and quality requirements. Considerable emphasis is placed on the knowledge, skills, tools, and techniques needed to manage projects successfully.

5822 SOCIAL MEDIA (3 semester hours credit)

Social media has increased the complexity of business and interpersonal communication by creating interactive environments where customers become collaborators and employees become facilitators. The way organizations communicate and interact internally as well as with consumers has been significantly altered. Learning to use social media tools that assist in identifying and targeting particular markets or addressing organizational initiatives that create interactions and build relationships are critical to organizations. This course is grounded in practice, and students will participate in social networks, forums, blogs, wikis, micro-blogs, and more.

5843 GLOBAL FOCUS: HEALTHCARE (3 semester hours credit)

This course offers students an opportunity to expand their understanding of Health Care beyond the US system and to become more informed global business leaders with sensitivity to and awareness of international cross cultural difference particularly as it relates to health care as well as an ability to identify the business growth opportunities and challenges that these offer. The course combines traditional classroom-based learning with structured, rigorous in-country experiential learning in an innovative and flexible framework of classroom activities and in country site visits. The operational aspects of healthcare outside the US will include analysis and a comparative review of key elements. Beyond cultural differences, the comparison will focus on the organization, management, economics, resource production, delivery of services and quality of care in the country visited. Through pre departure classroom discussion and research, in-country site visits, and lectures from healthcare professionals and industry leaders, students will have the opportunity to learn and interact with local experts and practitioners.

5870 NEW VENTURE CREATION (3 semester hours credit)

This course examines personal and business issues in entrepreneurial and intrapreneurial new venture creation. It examines the analytical framework and skills for evaluating and implementing new opportunities in business.

5880 SUSTAINABLE BUSINESS (3 semester hours credit)

Sustainability, defined broadly to include social equity, economic development and environmental restoration, offers new opportunities (but also challenges) for business. Today, organizations of all kinds — including those that we

work for — are trying to be more sustainable. Given the enormous challenges we face as a society, this course focuses on the question “What can you and your companies do?” The management aspects are multifaceted, and this course provides students with an overview of these issues and the tools to help effectively solve them.

5892 LFGSM RESEARCH ASSISTANT (3 semester hours credit)

This course is designed to allow students to delve deeply into a topic that has personal/professional significance as well as significance for LFGSM. With direction and input from the Dean of Faculty Relations and Degree Programs, students will choose a topic and outline the breadth and depth of the research to be conducted. This research may result in a final research report or may be the first stage of a longer research project.

5893 LFGSM INTERNSHIP (3 semester hours credit)

This course provides students with practical work experience in a private, public, or nonprofit organization. The internship program is designed to help students experience what it is really like to work in a competitive environment, to assist them in applying the theory and skills learned in the classroom, and to provide an opportunity for personal development. Within these broad parameters, the student and internship employer will have individual and common professional goals and objectives that also meet the academic requirements developed by LFGSM.

5894 INDEPENDENT STUDY (3 semester hours credit)

This course provides students with an opportunity to research a management and leadership topic that LFGSM does not currently offer. A student can propose a topic about which he/she is interested in learning more. With the approval of the Dean of Faculty Relations and Degree Programs, an appropriate Instructor of Record will be identified. Students, with the assistance of the Instructor of Record, will choose a topic and outline the breadth and depth of research to be conducted. This study may result in a final presentation, an in-depth research paper or some other end product approved by the Instructor of Record and the Dean of Faculty Relations and Degree Programs.

5896 LFGSM SUBJECT MASTER STUDENT (3 semester hours credit)

This course is designed to allow students with significant managerial leadership and functional expertise in a particular discipline the opportunity to demonstrate their knowledge and ability to apply key concepts. Students enrolled as a Subject Master Student handle key elements of the course through facilitating discussions, application activities, tutoring support, and other activities agreed upon with the instructor. With direction and input from the Dean of Faculty Relations and Degree Programs, students will meet with the

instructor of record to create a “teaching assistance plan.” Subject Master Student will not be billed for this course but will receive a grade for the course based on their successful completion of the Subject Master Student plan.

iMBA — Immersion MBA Course Descriptions

Course Number	Course Name	Semester Hours of Credit
	Orientation Course (30-40 Minutes to complete)	0
5000	KEYS To SUCCESS	0
7800	Career Development	3
7810	History of Management Thought	1
7815	Management for Results	4
7820	Marketing for Results	4
7825	Human Resources & Organizational Behavior	4
7830	Financial Accountability	4
7835	MIS and E-business	4
7840	Decision Analysis in Organizations	4
7845	International Business	4
7850	Leadership in Organizations	4
7855	Organizational Strategy	4
7860	Strategic Management - Capstone Experience	4
	Total Semester Credit Hours	44

Orientation Course

This course allows students to directly experience the scenario based environment. They have the opportunity to test their IT systems. This orientation introduces students to the virtual learning environment, company, coworkers and interactive tools. This orientation takes 30-40 minutes to complete.

5000 KEYS TO YOUR SUCCESS (not a credit bearing course)

This 16-hour self-paced online course is a prerequisite for LFGSM courses. Each topic covered (Digital Literacy, Finance Fundamentals, Communication and Teams, and Critical Thinking), provides a brief four-hour introduction to key concepts introduced in the MBA program. This self-paced course includes assessments and resources that will serve to better prepare students for the rigor of graduate work. This is a pass/fail course that must be completed at designated

times throughout the curriculum.

7800 CAREER DEVELOPMENT (3 semester hours credit — pass/fail)

This course is the foundation upon which you will successfully manage your career. The course is divided into three parts that expound on our proven four-step career management process: Discover, Network, Interview, and Perform.

7801 Part 1 — Discover: Covers topics such as self-assessment, personal branding, company research, and personal marketing materials, such as a resumé.
7802 Part 2 — Network & Interviewing: Focuses on networking, uncovering the hidden job market, interviewing, and accessing job opportunities.
7803 Part 3 — Perform: Orients students to delivering excellence in their job via topics such as offer evaluation, negotiation, emotional intelligence, and creating 90-, 180-, and 365-day plans. This is a pass/fail component. Are you ready to be coached for the run ahead?

7810 HISTORY OF MANAGEMENT THOUGHT (1 semester hour credit — pass/fail)

This three-week introductory course starts with an initial orientation session where students meet their faculty and classmates online through real-time collaboration software as an online discussion community and discuss the overall program requirements and expectations. It then provides an overview of major schools or perspectives of management theory. The focus is on the disciplinary foundations of management theory, as well as the impact of historical context upon the development of management theory. The course also focuses on the rise of the concept of management as a distinct profession. This pass/fail course is completed prior to taking any other courses.

7815 MANAGEMENT FOR RESULTS (4 semester hours credit)

This course focuses on the knowledge and skills needed to grow and sustain performance in an organization (whether a full company, a department, division, or other strategic business unit within an existing organization) by getting the right things done through teams of people. It addresses the common management functions of planning, organizing, leading, and controlling. Students learn from classic and contemporary readings, case studies, peer and faculty discussion, and practicing managers. They integrate and apply their learning through application assignments and a required project.

7820 MARKETING FOR RESULTS (4 semester hours credit)

This course gives attention to the knowledge and skills

needed to manage the marketing function in a 21st-century organization. It addresses the common marketing functions of industry and market research, customer research, product and service design, pricing, creating awareness, distribution, and presentation. Students learn from the experience in the virtual reality courseware, online discussion community and by applying the learning to a marketing-related project.

7825 HUMAN RESOURCES AND ORGANIZATIONAL BEHAVIOR (4 semester hours credit)

This course examines the knowledge and skills needed to identify, grow and sustain talent in an organization. It addresses the common functions of recruitment, training and talent development, motivation, teamwork, compensation, performance, rewards and recognition, safety, laws and cultural concerns, specifically targeted within the context of human resources management (HRM). Students have the opportunity to transfer key human resources concepts to situations they face in their daily life.

7830 FINANCIAL ACCOUNTABILITY (4 semester hours credit)

This course is intended to present students with basic skills and terminology in financial accountability, and then allow them to apply these skills in practical critical-thinking exercises, decision situations, and other higher levels of learning. Topics include both financial and managerial accounting concepts. The course begins with an understanding of the various financial statements and the basic accounting process. A more in-depth coverage of assets, liabilities, equities, revenues, and expenses leads to financial statement analysis. The course transitions into foundational managerial accounting concepts, including: cost behavior, budgets, performance evaluation, differential analysis, and capital budgeting. Students practice these skills through an application assignment.

7835 MANAGEMENT INFORMATION SYSTEMS AND E-BUSINESS (4 semester hours credit)

This course is an overview of the interchange and processing of information using electronic techniques for conducting business within a framework of generally accepted standards and practices. Areas covered include: IT as an organizational resource, data management, IT planning, design, implementation, technology change, funding, and prioritizing IT initiatives.

7840 DECISION ANALYSIS IN ORGANIZATIONS (4 semester hours credit)

This course provides students with the concepts, methods and tools for the application of logical and quantitative analysis to business decision-making and problem-solving. The course highlights and practices the benefits as well as the limits of quantitative analysis in a real-world context.

7845 INTERNATIONAL BUSINESS (4 semester hours credit)

This course gives attention and practice to the knowledge and skills needed to grow and sustain performance in an international business organization, whether a full company, department, division, or other strategic business unit within an existing organization. It addresses the common global business functions of market analysis, exporting, sourcing, direct foreign investment, and cross-cultural management. Students will integrate and apply their learning through a required project.

7850 LEADERSHIP IN ORGANIZATIONS (4 semester hours credit)

This course examines the knowledge and skill sets needed to lead people in business organizations. The course combines examination of some of the classic and recent insights on leadership effectiveness with application of those insights at the individual, interpersonal and institutional levels. Like other courses, the student has the opportunity to practice the skills learned through an application assignment and project.

7855 ORGANIZATIONAL STRATEGY (4 semester hours credit)

This course equips students to understand the complexities of managing entire organizations from the perspective of the executive managers. Common strategic functions are addressed with an application assignment to integrate the learning, such as: external analysis, internal analysis, competitive analysis, determining strategic alternatives, execution and strategic control.

7860 STRATEGIC MANAGEMENT — CAPSTONE EXPERIENCE (4 semester hours credit)

This course requires students to combine their program-wide MBA case-analysis skills, content-area knowledge, and application skills with personal experience for success in this final active learning capstone experience. The emphasis is on the holistic perspective of the CEO/General Manager in crafting a business strategy and using acquired team and leadership skills to successfully execute this strategy. Strategic management issues are explored and applied within the contexts of stakeholder value, ethical decision-making, and strategy.

To qualify as a Hotchkiss Scholar, iMBA students must meet the requirements (see page 10) including participating in a Global Practicum course and a non-credit Global Practicum base camp.

Optional Global Management Specialization (Choose two of three.)

Pending Dean's approval iMBA students can add a global practicum course (s). They must complete the iMBA International Course (7845) as a prerequisite.

7890 INTERNATIONAL FINANCE (4 semester hours credit)

This course provides the knowledge and skills needed to manage the complexities of financing exports, imports, and direct foreign investment. Primary topics include the nature or behavior of foreign exchange rates and managing the impacts of exchange rates on short-term and long-term international business activities and performance objectives.

7895 BUSINESS AND CULTURE (4 semester hours credit)

This course describes the knowledge and skills needed to manage a multinational, multicultural business. The focus is on understanding how cultural differences can affect the marketing and delivery of products and services, and the interaction of company employees with one another, customers, suppliers and government representatives.

7897 IMPORT-EXPORT MANAGEMENT (4 semester hours credit)

This course covers the knowledge, skills and insights needed to manage imports and exports either in a comprehensive trading company or in a department of a company that depends on sourcing or exporting to achieve its strategic objectives.

CAREER SERVICES

LFGSM Career Services operates under a single mission: to empower our constituents to make informed decisions that advance their careers. We provide resources that enable students to plan their careers thoughtfully, and to achieve their career goals successfully.

As working professionals, students will be better equipped to leverage their MBA experience by utilizing all formal and informal resources provided by the school that relate to the career management process. This process consists of lifelong, self-monitored career planning that assists motivated professionals to create and uncover new opportunities within their organizations and beyond.

To help you manage your career, we offer the following services:

- Career development content built into the LFGSM curriculum
- No-cost online career planning and job-search resources (via my.LFGSM.edu)
- Workshops and webinars designed to provide contemporary career management skills
- Personalized coaching for students who require additional, one-on-one support

With the accelerated rate of change happening in organizations, professionals need to assume new roles quickly and confidently. With that in mind, LFGSM Career Services offers multiple opportunities to help students sharpen the skills they need more now than ever. While the school does not offer formal job placement, it is our belief that with the above services and constant networking with like-minded professionals (classmates, alumni, faculty, staff), opportunities regularly present themselves to motivated students.

For additional information and updates on relevant services and events, please contact Career Services at 847-574-5188, e-mail careerservices@lfgsm.edu, or visit our site on my.LFGSM.edu.

Campus Security Policy, Campus Crime Statistics Act, and Emergencies

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

Consistent with federal law, Lake Forest Graduate School of Management publishes an annual security report on or before October 1 of each year. The report includes statistics for the previous three years concerning reported crimes that occurred on any LFGSM campus and non-campus sites, or on public property within or immediately adjacent to and accessible to the campus. The report also includes information on reporting crimes and other emergencies, crime prevention, school police law-enforcement authority, and other important matters about security at each campus and corporate-sponsored location.

The annual security compliance document is available on the Lake Forest Graduate School of Management's Student Portal.

Emergency Procedures

While the school strives to provide a safe and secure environment, safety is enhanced when students and employees take precautions such as:

- Never leave valuables (wallets, purses, books, computers) unattended
- Avoid walking alone at night; travel with a friend or companion
- Avoid parking or walking in secluded or dimly lit areas
- In case of emergency, follow the clearly marked exit procedures for the classroom and building in which you are located.

Students, faculty, and staff are encouraged to report all crimes or suspicious persons immediately. Please report all non-emergency incidents to the Facilities Manager at 877-771-4MBA (ext. 1+5249), during business hours. In case of an emergency, the Police Department and Fire Department can be reached by dialing 911 from any phone.

Emergency Notification

LFGSM has several vehicles at its disposal to communicate emergency notifications to the LFGSM community. The appropriate modes of communication are determined based upon the severity and urgency of the emergency.

Communication Vehicles Available to LFGSM:

E-mail (individual or small batches) through Outlook

Direct mail (letters, etc.) to home addresses or work addresses

Telephone

In-person announcement at meetings, classes, etc.

Posting to school websites

Posting on Learning Management System (LMS) (for students and faculty)

Emergency Contacts

Police	911
Fire Department	911
Paramedics	911
Bomb and Arson	911
Main Reception (during business hours)	877-771-4MBA
Facilities Director (during business hours)	847-574-5166

Reference Resources

LFGSM's reference resources include ProQuest Library, which is accessible through a Learning Management System (LMS) and my.LFGSM.edu, LFGSM's secure student administrative website. Access is available remotely via the Internet or from student computers located at each campus. ProQuest has content from six sources totaling millions of documents: reference books, magazines, newspapers, TV/radio transcripts, maps, and photographs. The resources are updated daily. The ProQuest Business Library features online help and a powerful, easy-to-use search engine. Per the Illinois Libraries Agreement, anyone holding a valid Illinois library card has usage privileges at all local and Chicago libraries.

Americans with Disabilities Act

LFGSM complies with the Americans with Disabilities Act in making reasonable accommodations for qualified students with disabilities. Any student with special needs or difficulties in learning and/or in completing course requirements should notify the instructor immediately so that available and reasonable accommodations can be arranged. Documentation of the student's disability and how it impacts his/her course participation must also be submitted to the Dean of Faculty Relations and Degree Programs.

An Equal Opportunity Enterprise

Lake Forest Graduate School of Management selects students, faculty, and staff without regard to race, color, gender, religion, veteran status, marital status, national origin, age, disability, or any other legally protected characteristic. However, the School reserves the right to reject any candidate who does not fully meet our admissions requirements.

True and Correct Statement

Lake Forest Graduate School of Management reserves the right to make changes affecting policies, curricula, or any other matters announced in this catalog, and to refuse to admit, refuse to re-admit, or to dismiss any student at any time, should it be deemed to be required in the interest of the student or the School to do so. The information contained in this catalog is true and correct to the best of our knowledge.



Christopher C. Multhauf, Executive Vice President, Educational Programs and Solutions

The information contained in this MBA catalog is applicable to students entering on or after Fall Term 2013. Lake Forest Graduate School of Management (LFGSM) reserves the right to revise, supplement, or rescind any contents of this publication at any time.

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