2010-2011
MBA Program Catalogue
Mountaineering is the most challenging activity I have ever endured. Reaching a goal under extreme conditions requires intellect, heart, self-motivation, and endurance. Just like business, you can’t do it alone, and you have to be prepared. Whether I’m reaching for the next summit, running a project at work, or pulling together a presentation for school, my teams depend on me. My Lake Forest MBA gives me the tools to lead under any conditions.

Like all Lake Forest MBA students, my life was full and busy even before I decided to pursue my MBA. I was really worried about how I would fit class and studying into my schedule. I’m happy to say that it has been easier than I expected — it’s part of my routine. Even my kids know, ‘Mommy goes to school on Tuesday!’

Education brings opportunity. I’m using my LFGSM classes to look at what I do in a different light, in a broader sense. By adding a business perspective, I can better see my work from society’s point of view — from the point of view of the purchaser and consumer of health care. Broadening my education will give me options and a future that I would not otherwise have had.

I am passionate about business and music. In the Lake Forest MBA program, ideas and experience merged to create a first class crescendo of learning. The Global Practicum courses gave me the opportunity to work directly with global clients on real business issues. I gained business skills that I use for competitive advantage, and to support community issues I believe in.

Matthew Reiter
Class of 2012
Project Manager
ITW Technology Center

Shantelle Thomas
Class of 2012
Senior Actuary
Allstate Insurance Company
One of Working Mother Magazine’s Working Mothers of the Year, 2009

Jesse Marymont, MD
Class of 2011
Anesthesiologist
NorthShore University HealthSystem (NorthShore)

Michael Drayton
Class of 2005
Sr. Principal and COO
Drayton Ramsey & Hirsch Insurance Group

On the cover: Meet three current students and one alumnus who redefine what it means to rise higher.

Reiter is pictured standing tall on the summit of Volcán Iztaccíhuatl, a dormant volcanic peak that rises 17,343 feet high over Mexico.

Thomas is pictured enjoying quality time at the pumpkin patch with Campbell, one of her two children.

Dr. Marymont (second from right) is pictured with his students (L-R): Joseph Belmonte, MD, Rush University; Alisha Lopatkiewicz, RN, NorthShore; and Lindsay Loveland, MD, University of Chicago.

Drayton (center front) poses with his band, Top of the Food Chain, at a benefit concert he helped organize to support the LFGSM General Scholarship Fund.
Become the kind of leader who gets noticed and gets results.

The Lake Forest MBA program has given me, after 13 years in the pharmaceutical market, the opportunity to expand my perspective and learn new skills by working with peers from other industries. The experience has allowed me to see business challenges through multiple lenses, and has given me the chance to learn from instructors who have the real-world experience it takes to address a changing marketplace.

The combination of a passionate faculty and an energetic student body creates a unique and exciting learning environment. I entered the Lake Forest MBA program with a single narrow view of the business world. The program has broadened my vision and enhanced the way I approach today’s challenging landscape.

(L-R): Paul Moss, Class of 2011; District Sales Manager, Takeda Pharmaceuticals North America, Inc., and Dennis Kim, Class of 2005 Valedictorian; Vice President, Operations, Takeda Pharmaceuticals North America, Inc.
If your professional goals include advancing your career through a richer understanding of the key areas of business, I invite you to consider the benefits of an MBA from Lake Forest Graduate School of Management (LFGSM).

Before I introduce you to the Lake Forest MBA, allow me to share some insights I often provide when asked how a person can find the right MBA program. My recommendation is that you evaluate the following criteria:

1) What you will be learning,
2) The credentials and experience of the people teaching,
3) The quality and experience of the classmates you will be collaborating with,
4) Whether the school feels like the right fit for you,
5) The value you’ll get for the investment of your time and tuition dollars, and
6) The history and credibility of the institution.

At LFGSM, we’ve created an MBA program that truly delivers on the needs of today’s experienced, working professionals. The combined strengths of our curriculum, faculty, students, and administration are what set us apart in Chicago’s MBA community.

• Our general management curriculum will equip you with broad-based business competencies to maximize your managerial flexibility and advance your career.

• Our 100% business-leader faculty will facilitate your learning process and your understanding of what really works in business today.

• Our students are serious about their careers and their education, and will be valuable team members on your group projects and worthy contributors in classroom discussions.

• Our administration values the personal touch and will be responsive to your needs as a working professional.

• Our program is designed with your busy lifestyle in mind, incorporating leading-edge technology to enhance your learning experience and provide scheduling flexibility.

I hope that the insights above, combined with the information provided on the following pages, are helpful to you in determining your personal selection criteria and making the right decision regarding your MBA.

I wish you success with your graduate business education and in your career.

Warmest regards,

Arlene Mayzel  
Vice President & Dean – Degree Programs
We’ve been strictly business right from the start

If you’re looking for a serious, practical graduate business education, you’ve come to the right place. At LFGSM, we’re all business — and have been from the very start. Since our founding in 1946, our mission has been to create broader thinkers and stronger leaders by providing business education from business-leader faculty. As a result, our graduates are street-smart in the areas that are most critical to their organizations and industries.

As an independent, accredited, not-for-profit business management school, we put your educational interests first. A pioneer of the practical business education model, LFGSM was originally founded through a partnership of leading Chicago-area businesses. Here, students get the solid business theory they need, along with a “practice field” for sharpening their skills. To this day, providing business education is all we do.

Since our founding, we have strengthened and expanded our ties to the business community through our affiliations with powerful organizations. We have several MBA programs on site at select area corporations, and our Board members hold top management positions at leading companies. Our management team is also comprised of seasoned business leaders who bring extensive, hands-on experience to LFGSM. To find out more about the backgrounds and credentials of our management team and Board of Directors, visit www.LFGSM.edu.

Why Choose Lake Forest Graduate School of Management?

The Lake Forest MBA was designed to help you rise higher. Because we focus on the experienced professional, we’ve created our program to address what working professionals say is most important in an MBA education. At Lake Forest Graduate School of Management, you will Learn from Experience — the extensive business experience of our faculty, the average 14 years professional experience of your classmates, the immediate experience of applying your new learning to your current workplace challenges, and our 64 years of experience providing graduate business education. With all this experience in our small, dynamic classes, you get practical knowledge you can use right away.

At LFGSM, the coursework is rigorous, but the experience of working with us isn’t. Our program is heavy on relevant learning and light on bureaucracy. From the admissions process through the classroom experience, all the way to graduation, we pride ourselves on the personal touch and being responsive to the needs of our professional students.

For example, students are pre-registered for all their core courses when they start the program. You don’t have to wait in registration lines and risk not getting into a required course. If you need to change your schedule, the Registrar will personally work with you to best accommodate your individual scheduling needs.

I am extremely passionate about executive education. It’s all about continuous improvement. I try to model this and help others grow. At LFGSM, we work to position our students for success in business. In my classroom, I create an environment where students can improve their knowledge, attitudes, skills, and habits. That’s a pretty good formula for performance.

Rick L. Adams, Faculty Member, LFGSM Board of Directors; Vice President, Grainger Community Grant Program
OUR FACULTY IS STRICTLY BUSINESS TOO

Our courses are led by a 100% practitioner faculty of business leaders and successful professionals, many of whom are entrusted with major P&L responsibility. They bring experience that can only come from making real decisions that affect real companies. Theories are supported by real business examples and contemporary applications. What does this mean for you? It means you get your business education from business leaders, not from teaching assistants or research-focused professors.

LFGSM faculty members represent a wide variety of organizations, industries, and functions, and have a wide range of job titles, such as Partner, Vice President, Director, Consultant, and CEO. Our faculty members have extensive practical experience in the subject areas they teach and are uniquely qualified to deliver compelling, contemporary course content. They have in common a strong desire to share their knowledge, facilitate learning, and help students achieve measurable success. But most of all, they’re here because they love to teach.

A complete listing of LFGSM faculty members, their credentials, and the courses they teach is available at www.LFGSM.edu.

PROFILE OF THE 2009 ENTERING CLASS

LFGSM STUDENTS HAVE EXTENSIVE EXPERIENCE

Our students are working professionals who average 14 years of experience — and their diverse backgrounds might surprise you. A typical class can include IT professionals, entrepreneurs, financial analysts, human resources managers, engineers, sales professionals, and scientists. They come to class ready and willing to share their practical experience and past successes.

STUDENT PROFILE

Average years professional work experience: 14
Average age: 38
Percent male/female: 53/47
Percent with non-business undergraduate degree: 65
Percent with graduate degree: 17
OUR CLASSROOMS ARE DYNAMIC AND INTERACTIVE

LFGSM class sizes are small; they average 22 students and don’t exceed 30, so you benefit from direct access to our faculty and close collaboration and interaction with your classmates. The extensive professional experience of our students creates dynamic classroom discussions and promotes creative problem solving. Students tell us that the interaction and camaraderie with their classmates is one of the most valuable experiences in the Lake Forest MBA program.

At LFGSM, we recognize the value that organizations place on managers who work well on cross-functional and ad hoc teams. Our coursework requires team projects and individual study. By forming study groups and participating in team projects, you will develop and improve your abilities to assume various and important roles and interact within any given business situation. The wealth of your fellow students’ diversity, experience, perspectives, and skills contributes directly to your learning experience through our collaborative approach.

Our faculty members use a wide range of teaching methodologies that enhance your experiential learning and improve retention. You will benefit by learning from facilitated discussions, case studies, Web-based assignments, computer simulations, role-play, team projects and presentations, and the application of classroom learning to your current workplace projects.

LEARN IT TODAY, USE IT TOMORROW

LFGSM’s practical education model frequently leverages actual projects and challenges from your workplace as subjects for learning applications. This convergence of learning, skill development, and improved workplace effectiveness is the basis for our “Learn it Today, Use it Tomorrow” philosophy.

The hands-on effectiveness of your Lake Forest MBA education will manifest itself in the new ideas, approaches, and results you will bring to your organization and your professional responsibilities. You will benefit from your learning investment throughout your MBA career, not just at its completion. If you’re looking to make new and valuable contributions at work, the Lake Forest MBA will help you speed up the process.

EXPAND YOUR PROFESSIONAL NETWORK

LFGSM has more than 800 students, 7,700 alumni, and 150 faculty members from a wide array of organizations, industries, and functions. This network of experienced business professionals represents a valuable resource for you and your career. Becoming and remaining an active member of our Leadership Learning® community can provide you with lifelong learning opportunities and access to leading business knowledge and expertise. To learn more about our learning philosophy, see page 8.
WHY CHOOSE LAKE FOREST GRADUATE SCHOOL OF MANAGEMENT?

AFTER GRADUATION

The benefits of your affiliation with LFGSM don’t end when you graduate. You will establish a strong network of peers and faculty that you can rely on throughout your career. Our online alumni directory, called savvyWORKS, provides easy access to more than 8,500 alumni and students. In addition, the LFGSM alumni group on LinkedIn enables you to connect with more than 1,400 of our graduates, and our Facebook fan page is a great place to contribute to the conversation about what’s new at LFGSM.

Other alumni benefits include StayConnected@LFGSM, our monthly e-Newsletter that will keep you aware of special networking and education opportunities (such as our annual Scholarship Golf Outing & Dinner, Online Auctions, and our Business Education Forums). StayConnected features the section “Spotlight on Success,” highlighting the accomplishments of your fellow LFGSM alumni. These stories are also posted on our alumni Web site. Brush up on your skills by taking LFGSM classes for half price (Global Practicums and premium-priced courses excluded). The online Career Management Center, offered in partnership with global outplacement leader, Drake Beam Morin, will help you stay at the top of your game. Additionally, Career Transition Services offers workshops and resources (including the LFGSM Talent Summit) to help those who have found themselves in unexpected career transitions.

Whether you are looking for a specific connection, information, or would just like to stay involved, the Office of Alumni Relations will be here for you, before and after your MBA graduation.

THE ADVANTAGES OF A GENERAL MANAGEMENT MBA DEGREE

The Lake Forest MBA program provides you with a broad knowledge base in the areas that are critical for success in today’s business management environment. Timely business topics are incorporated into a curriculum that includes accounting, innovation and risk, communications, global business, economics, finance, operations, marketing, organizational change, and strategy.

At LFGSM, you will learn how to confidently approach the broad array of issues facing business leaders today. As managers are increasingly called upon to develop new business competencies, broaden existing ones, and participate in cross-functional initiatives, a general management MBA degree helps ensure that you are equipped to meet your business challenges. And as we emerge from difficult economic conditions, it’s never been more important to be a strong, versatile leader who excels in areas beyond your functional expertise.

AN MBA CURRICULUM FOR BROAD THINKERS AND STRONG LEADERS

The courses in our MBA curriculum are designed to build upon one another, gradually increasing your skills and confidence while deepening your understanding of the relationships among disciplines. Timeless management principles are the foundation of our program, but our courses are continually refined to reflect current business issues and practices. Courses that expose you to functional areas outside your own are designed to broaden your thinking. And courses that explore change management, leadership styles, ethical business decisions, diversity, and strategic management will develop you into the kind of strong leader who gets noticed and gets results.

Our courses are developed and updated by curriculum councils, comprising an associate dean and faculty members with subject matter expertise. Each course has a curriculum map that gives an overview of the course and links it to the rest of the MBA curriculum. The use of technology is incorporated strategically throughout the program. This process ensures high quality standards, integration among courses, up-to-date content of course materials that reflects today’s business environment, and continuous improvement of the Lake Forest MBA program.

Recognizing the increasingly important challenges in global business, the Lake Forest MBA provides opportunities to study global business abroad. Within the general management MBA curriculum are elective courses featuring challenging, on-site project work for actual businesses in the regions visited. Practicum courses are offered in Asia, Europe, and Latin America (see pages 22, 23 and 25 for details).

Bring the LFGSM Experience to Your Company With Lake Forest Corporate Education

Founded in 1990 as an executive training division of LFGSM, Lake Forest Corporate Education (LFCE) helps accelerate organizational growth by bringing our practical and collaborative learning experience to corporate leadership teams.

Today, LFCE is a nationally recognized leader in corporate education through the delivery of superior results for its Fortune 1000 clients. LFCE develops customized, non-degree certificate programs and workshops, for employees at all levels, that get measurable business results. LFCE programs encompass a continuum of critical business skills such as strategy, finance, negotiation, communication, and project management. To learn more, visit www.LFCE.org.
Our Learning Philosophy and Curriculum Content

At LFGSM, we optimize your MBA experience by helping you gain the competence you need to become a business leader, and the confidence to apply your new learning and skills to your unique workplace challenges. We do this through our distinctive, three-point approach to management education called Leadership Learning®. This “preparation with a purpose” readies you for greater workplace success through development of your competence, confidence, and ability to make significant contributions to your organization.

BUILT TO ADVANCE YOUR CAREER

At Lake Forest Graduate School of Management, our curriculum is grounded in extensive research with 600 business professionals and executives into what they look for in high-potential managers today. With the new skills and knowledge you gain in the Lake Forest MBA program, you’ll become a more effective business leader and the kind of manager who gets noticed.

In today’s environment, you must be ready not only to adapt to change, but also to create 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 research has established three core traits of high-potential leaders and managers:

1. Successful business leaders must have a fundamental understanding of all aspects of their organizations’ businesses.

2. They must be able to communicate, negotiate, and work with people at all levels throughout their organizations.

3. Most importantly, to consistently rise in their organizations, business professionals must deliver results.

On average, Lake Forest MBA faculty have 27 years of professional business experience.
General Program
Information

PROGRAM LENGTH
You can complete your MBA in as little as 22 months by choosing the 2-year option or you can choose a 3- or 4-year option. Classes are held weeknights and Saturdays.

CLASS LENGTH, TIMES, AND LOCATIONS
The majority of our courses meet once per week for 3.5 hours and consist of a 10-week term. Other select courses meet once per week for 3.5 hours and consist of a 5-week term. Summer courses meet twice per week for 3.5 hours and consist of a 5-week term. Some courses follow an alternative delivery schedule.

Downtown Chicago Campus
Courses offered Monday, Tuesday and Thursday, from 5:30 to 9:00 p.m.

Schaumburg Campus
Courses offered Monday, Tuesday and Thursday, from 6:30 to 10:00 p.m., and Saturday, from 8:00 to 11:30 a.m. and 12:30 to 4:00 p.m.

Lake Forest Campus
Courses offered Monday – Thursday, from 6:30 to 10:00 p.m., and Saturday, from 8:00 to 11:30 a.m. and 12:30 to 4:00 p.m.

ON-SITE PROGRAMS
LFGSM also delivers MBA programs at select Chicago-area corporations. These programs feature the same MBA practitioner faculty, courses, and curriculum as our on-campus programs. Through our educational partnerships, area companies provide their employees access to a Lake Forest MBA education at their convenient workplace locations. For details about Lake Forest MBA on-site programs, contact the Director of Corporate Relations and Business Marketing at 847-574-5186.

We’re very pleased with the quality of the on-site Lake Forest MBA program we’ve had at BCBSA for the past four years. It not only serves as a significant employee benefit, but helps to attract high-quality candidates to our organization. We look forward to a long relationship with LFGSM.

— William J. Colbourne
Senior Vice President of Human Resources & Administration
Blue Cross Blue Shield Association
Our Course Content

The Lake Forest MBA program is comprised of 16 units, including 13 core units and 3 elective units. Typically, one course is the equivalent of one unit; however, some courses are half units. To enhance the strength of our practitioner-led classroom learning environment, we also utilize technology to deliver course content. This includes the use of blended delivery options, as well as exclusively online courses. Course descriptions can be found beginning on page 19.

Core Courses

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<tr>
<th>Course Code</th>
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<tbody>
<tr>
<td>5100</td>
<td>Executive Success Skills</td>
<td>5170</td>
<td>Economics for Managers</td>
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<tr>
<td>5110</td>
<td>Accounting for Decision Making</td>
<td>5190</td>
<td>Financial Management *</td>
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<tr>
<td>5120</td>
<td>Effective Leadership</td>
<td>5200</td>
<td>Innovation &amp; Risk</td>
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<tr>
<td>5130</td>
<td>Strategic Thinking</td>
<td>5210</td>
<td>Marketing</td>
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<tr>
<td>5145</td>
<td>Quantitative Analysis •</td>
<td>5220</td>
<td>Leading Organizational Change</td>
</tr>
<tr>
<td>5156</td>
<td>Analysis and Decisions: Competing and Winning •</td>
<td>5230</td>
<td>Operations Management •</td>
</tr>
<tr>
<td>5160</td>
<td>Global Business &amp; Cultural Diversity</td>
<td>5240</td>
<td>Strategic Management</td>
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Elective Courses

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<th>Course Code</th>
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<tbody>
<tr>
<td>5801</td>
<td>Legal &amp; Social Environment of Management</td>
<td>5840</td>
<td>Global Practicum: Europe</td>
</tr>
<tr>
<td>5802</td>
<td>Negotiations &amp; Conflict Management</td>
<td>5841</td>
<td>Global Practicum: Asia</td>
</tr>
<tr>
<td>5803</td>
<td>Managing Organizational Diversity</td>
<td>5842</td>
<td>Global Practicum: Latin America</td>
</tr>
<tr>
<td>5805</td>
<td>Team Dynamics •</td>
<td>5848</td>
<td>Global Finance</td>
</tr>
<tr>
<td>5807</td>
<td>Ethical Leadership &amp; Decision Making</td>
<td>5849</td>
<td>Global Marketing</td>
</tr>
<tr>
<td>5810</td>
<td>Strategic Talent Management</td>
<td>5855</td>
<td>Strategic Business Writing •</td>
</tr>
<tr>
<td>5815</td>
<td>Managing &amp; Coaching for Improved Performance •</td>
<td>5865</td>
<td>Advanced Presentation Skills •</td>
</tr>
<tr>
<td>5820</td>
<td>Project Management</td>
<td>5870</td>
<td>New Venture Creation</td>
</tr>
<tr>
<td>5821</td>
<td>Strategic Use of Information Technology</td>
<td>5871</td>
<td>Sales Management</td>
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<td></td>
<td></td>
<td>5880</td>
<td>Sustainable Business</td>
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<td></td>
<td></td>
<td>5895</td>
<td>Business, Government &amp; Democracy •</td>
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</table>

Healthcare Management Specialization Courses

The following courses are only offered at on-site sponsoring locations, not at campuses.

<table>
<thead>
<tr>
<th>Course Code</th>
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<tbody>
<tr>
<td>5831</td>
<td>Introduction to Healthcare Management</td>
</tr>
<tr>
<td>5832</td>
<td>Healthcare Financial Management</td>
</tr>
<tr>
<td>5833</td>
<td>Health Policy, Legal, &amp; Ethical Analysis</td>
</tr>
</tbody>
</table>

* Indicates half-unit course, typically 5 weeks in length

• Indicates online Pass/Fail course

• Indicates two weeks of the term consist of a self-directed online assignment. Classroom-based sessions meet for eight weeks.

MBA AND MA DUAL DEGREE

LFGSM and The Chicago School of Professional Psychology (The Chicago School) offer a dual degree program for students pursuing both the Master of Business Administration (MBA) and the Master of Arts (MA) in Organizational & Industrial Psychology degrees. LFGSM students must graduate with at least a 3.0 overall GPA. Enrollment in The Chicago School MA program must take place within 12 months of graduation from the Lake Forest MBA program. The Chicago School will transfer in three LFGSM graduate-level courses toward completion of the MA degree.

For information regarding the MBA and MA dual degree, contact the Registrar at 847-574-5208.
Specialization Options

THE POWER OF OUR GENERAL MANAGEMENT MBA

Some MBA programs focus on taking you deeper into one area by offering a myriad of degree concentrations. But the Lake Forest MBA program is about broadening your experience to enhance your leadership opportunities.

You’ve already specialized — in your educational choices and through your years of professional experience. What we specialize in is understanding and addressing the unique challenges and opportunities of experts like you.

That’s why 80% of Lake Forest MBA students choose the broad business perspective of our general management degree. And the specializations we do offer — global business and organizational behavior — are themselves broad approaches to effective business leadership, rather than discipline-specific deep dives into the types of narrow subjects you studied as an undergrad.

The general management MBA is the heart of Lake Forest Graduate School of Management. With the majority of our students choosing the general management degree, the professionals who choose Lake Forest MBA understand that there’s really nothing “general” about our general management degree. It’s actually quite extraordinary.

The Lake Forest MBA offers a broad knowledge base in the areas that are critical for success in today’s business environment. The general management MBA requires 13 core units plus three elective units. General management MBA students may enroll in any elective course at any campus location, provided that course prerequisites have been met.

The unique benefit of a Lake Forest MBA general management degree is the access it offers you to new knowledge, skills, and contacts outside your own area of functional expertise. For business professionals who want to broaden their perspective and rise higher in their organizations and careers, it’s the perfect choice.

MBA WITH ORGANIZATIONAL BEHAVIOR SPECIALIZATION

Organizational behavior explores organizations at the individual and team levels, examining the relationship between employees and managers, as well as between individual employees and teams. It examines the factors that drive productivity and success in organizations, including motivation, diversity, work stress, conflict and negotiation, decision making, personality, and attitudes. This specialization is ideal for students interested in consulting (both internal and external), line management, and human resources. The specialization requires any three units of the electives highlighted in green on page 10.

Students must declare this specialization with the Registrar early in their program to schedule the appropriate electives. For information regarding the organizational behavior specialization, contact the Associate Dean – Lake Forest Campus at 847-574-5270.

ON-SITE MBA WITH HEALTHCARE MANAGEMENT SPECIALIZATION

This specialization and these elective courses are only offered on site at sponsoring organizations, not at campus locations.

Our healthcare management specialization is geared toward those employed in the various healthcare segments, including providers, suppliers, insurers, and those consulting to the industry. The healthcare industry has unique challenges, especially those related to multiple parties, complex reimbursement, financial constraints, and ethical considerations. Our curriculum is designed around the competencies deemed necessary by the healthcare industry, with a focus on communication, leadership, strategy, and finance. LFGSM’s healthcare management specialization requires 13 core units plus three elective units. These electives are:

5831 Introduction to Healthcare Management
5832 Healthcare Financial Management
5833 Health Policy, Legal & Ethical Analysis

The healthcare management specialization is currently delivered on site at sponsoring organizations. If you or your healthcare employer are interested in hosting an on-site MBA program, please contact the Director of Corporate Relations and Business Marketing at 847-574-5186.

MBA WITH GLOBAL BUSINESS SPECIALIZATION

The Lake Forest MBA global business specialization requires 13 core units plus three elective units chosen from the global business course choices. Two of the specialization electives offered are completed at a campus determined by course enrollment and demand. Culture, finance, marketing, foreign direct investment, human resources, operations, production, and sourcing are topics covered in these courses. The remaining electives are taught abroad — where you are immersed in the local culture and complete an in-country consulting project for a local company. This specialization requires any three units of the electives highlighted in blue on page 10. For information regarding the global business specialization, contact the Associate Dean at 847-574-5236.
Applying for Admission

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 our 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 your accomplishments and business experience. The factors we use to determine acceptance to the MBA program include professional work experience, an admissions interview, current achievements, letters of recommendation, standardized test score (if applicable), application with personal statement, and previous academic history. We also look at your ability to communicate effectively, and your ability to contribute to classroom discussions on contemporary business challenges.

CANDIDATE ELIGIBILITY
To be eligible to apply to the Lake Forest MBA program, you must meet the following qualifications:

- Four or more years of professional work experience
- A United States bachelor’s degree from a regionally accredited institution or the international equivalent
- Currently employed full-time.

ADMISSIONS REQUIREMENTS
The following components are required to complete the admissions process:

1. Admissions Interview
The admissions interview is the first step in the admissions process. All MBA candidates are required to interview with an Admissions Representative. The only admissions requirement you must have prepared for the admissions interview is a current version of your resume.

We take this opportunity to learn more about your reasons for pursuing an MBA and to assess your professional work experience as it relates to our program. The interview is an opportunity for you to learn more about how our program can fit your needs, discuss application requirements, and ask any other questions you may have. The admissions interview typically lasts 50-55 minutes. You can interview at the LFGSM campus location that is most convenient to you. Special arrangements can be made to interview at an alternate location, if needed. After the interview, your Admissions Representative will help you continue the application process.

To schedule an interview, call 1-800-737-4MBA, or call the campus you wish to attend.
Lake Forest Campus 847-574-5180
Schaumburg Campus 847-756-3946
Downtown Chicago Campus 312-884-7958

2. Your Current Resume
All MBA candidates must submit a current resume. Your resume should include educational background and professional work experience showing your achievements and career progression.

3. Official Academic Transcripts
LFGSM requires official academic transcripts from each educational institution you have attended. Electronic transcripts are not considered official. Transcripts should be mailed from your institution to the Admissions Office at the campus you wish to attend.

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]. The type of transcript evaluation required depends upon the type of degree(s) earned and/or the MBA candidate’s assessed years of professional work experience. 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 at the campus you wish to attend to determine the type of evaluation needed for MBA admissions.

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 is a two-page form that should be filled out personally by your recommenders. One form must be completed by your direct supervisor, and the second by a business associate (e.g., your supervisor’s manager, a previous supervisor, or a co-worker). Your recommenders should be individuals who are able to give specific information about your professional capabilities and accomplishments.
All Letter of Recommendation forms must be signed and may be mailed, faxed, or scanned and then e-mailed to the campus you wish to attend. The Letter of Recommendation form can be downloaded from www.LFGSM.edu/ApplicationProcess.

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. You may apply online at www.LFGSM.edu/ApplyOnline. If you prefer, you may download and complete your application, then fax or mail it to the campus you wish to attend. Directions are on the form. Your Admissions Representative will provide you with a helpful Admissions Checklist at your interview.

6. Official GMAT Scores, if Applicable
LFGSM uses a graduated system that considers professional work experience and academic background to determine whether an MBA candidate is required to submit official Graduate Management Admissions Test (GMAT) scores. We believe that your professional work experience is a strong predictor of your success in our program. Your professional work experience will be assessed at your admissions interview.

GMAT Test Requirements

- For candidates whose professional work experience has been assessed at 4 to 8 years, official GMAT test scores are required.
- For candidates whose professional work experience has been assessed at 9 to 14 years and who have an undergraduate grade point average of 2.70/4.00 or higher, the GMAT requirement is waived.
- For candidates whose professional work experience has been assessed at 15 or more years, the GMAT requirement is waived.
- For candidates who have already earned a graduate degree, the GMAT requirement is waived.

Your Admissions Representative will help you determine whether you are required to take the GMAT. If so, your Admissions Representative can also guide you to GMAT resources. For GMAT information, including test centers and dates, visit www.MBA.com. Lake Forest Graduate School of Management’s school code is 2N6-LM-01.
Applying for Admission

ADMISSIONS DECISION
When your admissions file is complete, the Admissions Committee will evaluate your credentials. Notification of the Admissions Committee’s decision occurs within one to two weeks from the time all admissions requirements have been received. All applicants receive notification via U.S. mail.

Upon acceptance, in order to guarantee your place in the classroom, you will be asked to return an enrollment confirmation form and a non-refundable $100 enrollment deposit. Your $100 deposit will be applied to your 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.

APPLYING AS A GUEST STUDENT
If you are enrolled in an MBA program at another accredited institution, you may apply to LFGSM as a guest student. If you are accepted, you may take as many LFGSM courses that your other school will allow. As a guest student candidate, you must fulfill all LFGSM admissions requirements, as well as submit from your other school both a letter indicating the number of courses that may be transferred and a statement confirming that you are a student in good standing at that school.

APPLYING AS A NON-DEGREE SEEKING STUDENT
If you have a master’s degree or higher, you may enroll in up to three courses at LFGSM for continuing education purposes. As a non-degree seeking candidate, you must fulfill all LFGSM admissions requirements.

We recommend speaking with an Admissions Representative as early as possible, to set your admissions timeline. Applications that are received after the application deadline will be considered on a case-by-case basis. Please check www.LFGSM.edu for application deadlines and other key dates.

LFGSM instructors all share a common goal — to make the students’ learning experiences meaningful so they can advance their careers. We’re driven to constantly improve the courses and content to make students deeply learn beyond the textbook. This is what makes the LFGSM experience so good for students, and uniquely valuable for the business community.

David Lum, Class of 1990, Faculty Member; Director, Asia/Pacific Product & Support Operations, Motorola Inc., Government & Public Safety Business
Students may access savvyWORKS, LFGSM’s secure student administrative Web site, to pay their tuition, view their account history, print statements and receipts, or contact the LFGSM Business Office.

**GLOBAL BUSINESS COURSE TUITION BILLING OPTION**

The Global Practicum courses, which require travel abroad, are more expensive than other Lake Forest MBA courses. In addition to pursuing financial aid to help fund this incremental cost, students are encouraged to participate in the global business tuition billing option. If you know that you will participate in one or more Global Practicum courses, or even think that you might, we highly recommend pursuing this option beginning with your first MBA course. This tuition billing option allows you to financially manage the incremental cost more easily by allocating it over some or all of your MBA courses. This option may be selected at any time during the Lake Forest MBA program. Choose this option early, and the additional cost may be allocated over more courses. Note: Course 5842 Global Practicum: Latin America cannot be funded under this option. For more information regarding this billing option, contact the Associate Dean at 847-574-5236.

**PAYMENT TERMS AND METHODS, CARRYING CHARGES, AND PENALTIES**

Students are responsible for the payment of tuition whether it is paid by the individual or reimbursed by the student’s employing organization through employer tuition reimbursement.

Deferment fees per course are assessed monthly and average three charges per term. These fees are equivalent to 9% per annum and will be assessed on any student accounts outstanding for more than 30 days. Students in arrears for more than 90 days will not receive their grades.

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### Schedule for 10-week course credit/refund

<table>
<thead>
<tr>
<th>If you withdraw prior to:</th>
<th>your credit/refund will be:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Second class session of term</td>
<td>90% of tuition, less $50 administrative charge</td>
</tr>
<tr>
<td>Third class session of term</td>
<td>80% of tuition, less $50 administrative charge</td>
</tr>
<tr>
<td>Fourth class session of term</td>
<td>70% of tuition, less $50 administrative charge</td>
</tr>
<tr>
<td>Fifth class session of term</td>
<td>60% of tuition, less $50 administrative charge</td>
</tr>
<tr>
<td>Sixth class session of term</td>
<td>0% of tuition</td>
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</tbody>
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### Schedule for 5-week course credit/refund

<table>
<thead>
<tr>
<th>If you withdraw prior to:</th>
<th>your credit/refund will be:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Second class session of term</td>
<td>80% of tuition, less $50 administrative charge</td>
</tr>
<tr>
<td>Third class session of term</td>
<td>60% of tuition, less $50 administrative charge</td>
</tr>
<tr>
<td>Fourth class session of term</td>
<td>0% of tuition</td>
</tr>
</tbody>
</table>
Tuition and Payment Terms

have access to Blackboard, or be permitted to enroll for subsequent courses until the entire balance is paid. Diplomas and transcripts are not released until all accounts are settled in full.

Tuition payments may be made by check, credit card, or direct debit. Check payments may be made at any LFGSM campus location or sent via U.S. mail to 1905 W. Field Court, Lake Forest, IL 60045. LFGSM accepts the following credit cards: Visa, MasterCard, and Discover Card. Credit card payments may be made through savvyWORKS, LFGSM’s secure student administrative Web site, or by calling the credit card payment line at 847-574-5238.

EMPLOYER TUITION REIMBURSEMENT QUALIFICATIONS, PAYMENT TERMS, AND FINANCE FEES

If your employer offers it, employer tuition reimbursement can be a very helpful option. We encourage you to start this process early by contacting the appropriate department or personnel in your organization to determine if tuition reimbursement is offered. Note that terms and conditions vary by employer, so be mindful of determining that your employer’s plan fits both your educational goals and your own financial situation.

Please note: Regardless of your employer’s tuition reimbursement program, you are directly responsible for all payments to LFGSM. If your organization offers tuition reimbursement, you must clarify with your employer the terms of reimbursement. In many instances, employers require you to submit to them both your course grade and proof of your payment to LFGSM prior to issuing a reimbursement check to you.

LFGSM students who participate in employer tuition reimbursement are allowed to carry their account balances for two weeks after they receive their grades, as long as they have a current Tuition Reimbursement Authorization letter on file. Students choosing to do so are liable for the 9% per annum finance fee assessed on the unpaid balance each month. For example, if your unpaid balance is $1,000.00, you are liable for a monthly finance fee of $7.50. To prevent further financial or program eligibility penalties, your account balance must be paid within 90 days of the invoice date. Statements and finance charges are issued on or near the 15th day of each month. To qualify for tuition deferment, you must complete LFGSM’s Tuition Reimbursement Authorization form and return it to the LFGSM Business Office in the fall of each year at the beginning of Term I. Forms can be downloaded from both savvyWORKS and our public Web site, and must be completed and returned to the Business Office each year for your tuition reimbursement status to remain in effect.

If you have questions regarding employer tuition reimbursement, contact the LFGSM Business Office Manager at 847-574-5228.

I attribute my success both as an entrepreneur and in the corporate world to the strong academic and practical foundation set in motion through the LFGSM experience. My time and energy investment in earning an MBA from LFGSM has accelerated the way I approach problem-solving, preparing for the future and positioning strategically for business opportunities as they arise. Enrolling in LFGSM is among one of the best career decisions I ever made.

Deborah Fliehman, Class of 1984; President and Owner, Creative Technical Resources, Inc.
Financing Your MBA

FINANCING RESOURCE OPTIONS

At LFGSM, we realize that financing your MBA is a very important consideration. Securing supplemental funding involves interpreting a significant amount of information and completing a variety of steps and processes on a timely basis.

FOR THIS REASON, WE OFFER THREE KEY RESOURCES:

1. The LFGSM Web site (www.LFGSM.edu) has the most up-to-date information and is your most complete and effective information resource. There, you will find complete information on scholarships, loans, and veteran’s benefits. Additionally, for your convenience, we have compiled a number of helpful telephone numbers and Web site links to assist you in your research.

2. The MBA Tuition Planning booklet answers billing, tuition, and financing questions you may have, including steps for applying for student loans. This will help streamline the process. Contact your Admissions Representative or the Business Office Manager for a copy of this booklet.

3. You can always call the Business Office at 847-574-5228 if you have questions about your financing options or would like to schedule personal or phone appointments.

Feel free to contact the Business Office Manager at 847-574-5228 for payment options or arrangements. For financial aid processing questions, please contact the Associate Director of Financial Aid at 847-574-5184.

SCHOLARSHIPS, LOANS, AND VETERAN’S BENEFITS

The Lake Forest MBA program is a part-time program. As such, all LFGSM students are eligible to apply for Federal Stafford loans and GradPLUS loans, regardless of their income.

In addition to Stafford and GradPLUS loans, LFGSM students may be eligible to apply for other supplemental financial resources, including scholarships, veteran’s benefits, and private loans.

Please allow a minimum of 30 days to complete the financial aid process. Lake Forest Graduate School of Management’s Department of Education Title IV School Code is G23192.

SCHOLARSHIPS

LFGSM provides some private scholarship assistance to qualified individuals, and is one of the only top MBA programs in Chicago that offers scholarships to part-time students. These scholarships are made possible through the generosity of individuals and organizations, and vary in their qualification criteria, including opportunities for non-profit and entrepreneur sector applicants. A complete list of available scholarships is included in the LFGSM Scholarship Application, available on our Web site, in the MBA Tuition Planning booklet, or from the Associate Director of Financial Aid at 847-574-5184. Scholarships are awarded at the beginning of Terms 1 and 3 and posted to student accounts in week three of the term in which they are awarded. Please check www.LFGSM.edu for more details, including application and deadlines.

STUDENT LOANS

LFGSM participates in the Federal Family Educational Loan Program, which provides students with both subsidized and unsubsidized Stafford loans and GradPLUS loans. Most LFGSM students are eligible for an unsubsidized loan. Eligibility for a subsidized loan is based on a student’s financial need. For more information and to determine eligibility, contact the Associate Director of Financial Aid at 847-574-5184.

PRIVATE LOANS

Most banks offer private loans for education based on an individual’s credit history. Private loans tend to charge higher interest rates than Stafford loans. Private education (alternative) loans are also available.

VETERAN’S BENEFITS

LFGSM is approved by the Illinois State Approving Agency for educational aid under the G.I. Bill to eligible veterans. For information, call the St. Louis Veterans Affairs customer service office, available 24 hours, at 888-442-4551. Application forms may be obtained through the St. Louis office or the LFGSM Associate Director of Financial Aid.
I wanted to contribute more by combining my fundamental scientific background with sound business knowledge. To me, LFGSM offered a great opportunity to learn from true business professionals, faculty and classmates alike. And I was able to get what I needed: skills and tools I could immediately use on the job, not just theory and credentials.

Stefan Mueller, DVM, PhD, Class of 2008 Valedictorian; Director, Site Operations, Abbott GmbH & Co. KG (Ludwigshafen, Germany)
5100 EXECUTIVE SUCCESS SKILLS
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, 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. Prerequisites: None

5110 ACCOUNTING FOR DECISION MAKING
This course provides the student 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. Essential to meeting internal corporate objectives is the creation of useful analysis and communication of management financial information. This course will provide the student with a set of tools and models to approach difficult decisions faced each day. Prerequisites: None

5120 EFFECTIVE LEADERSHIP
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. In addition, coaching models are demonstrated to help students become influential leaders within their companies.

The course helps students develop action plans to enhance their professional and personal leadership skills through the completion of personal assessments and interactive activities. The course materials also explore how effective teams are formed, how team members interact, and how students can become more effective members and leaders of teams. Prerequisite: 5100

5130 STRATEGIC THINKING
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 that is used by general managers in running successful businesses by forming an integrated systems perspective of the organization. Students will be required to demonstrate their ability to convert their analysis into logical and persuasive recommendations.

Complex business case studies will challenge 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 to take actions that will meet the needs of their organization’s stakeholders. Students will learn to think, act, and communicate like a general manager. Thinking, communicating, and implementation skills necessary to advance to higher organizational levels will be acquired. Prerequisites: 5100, 5110

5145 QUANTITATIVE ANALYSIS
This course introduces students to major statistical and decision analysis tools used in business, preparing them for quantitative analysis across a variety of areas, including strategy, operations, finance, human resources, and marketing and sales. The course consists of a self-directed, attractive online learning environment, encompassing a business case and extensive examples, guides and tips that are supplemented by two instructor-led webinars. This is a Pass/Fail course. Prerequisites: None • One-half unit course

5156 ANALYSIS AND DECISIONS: COMPETING AND WINNING
This five-week course focuses on the practical application of statistical tools to understand relevant data leading to winning decisions. 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. The emphasis is on interpretive skills and making decisions within ethical principles while recognizing risks, assessing probabilities and their potential impact. 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. Special emphasis is given to actionable recommendations derived from high-quality analytics. Prerequisites: 5100, 5145 • One-half unit course

5160 GLOBAL BUSINESS & CULTURAL DIVERSITY
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. Effective communication, ethical decision making and strategic thinking under the umbrella of the global challenge are addressed. Prerequisite: 5130
**5170 ECONOMICS FOR MANAGERS**
This course examines key economic concepts that are 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 are 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, inflation, exchange rates, international trade, business cycles and fiscal and monetary policy. All topics are discussed with an emphasis on real-world applications. *Prerequisite: 5100*

**5190 FINANCIAL MANAGEMENT**
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. Drawing upon previous instruction in accounting and statistics courses, the student builds upon prior skills and knowledge, identifying the real-world trade-offs in business planning and corporate operations. The student applies 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. The student presents oral and written analyses of a real company's financial issues and develops confidence in being able to recommend courses of action for that company. This course consists of self-directed learning, including online materials for the second and third week of the term. The class will meet in person the first week and the fourth through tenth weeks of the term. *Prerequisites: 5130, 5145, 5170*

**5200 INNOVATION & RISK**
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. There are individual and team graded assignments. The culmination of the course is a team presentation of a new product or service idea with risk assessment for approval and funding. *Prerequisite: 5130*

**5210 MARKETING**
This course provides the student with a working knowledge of contemporary marketing principles, the ability to solve diverse and complex marketing problems, and to implement comprehensive marketing strategies and tactics within a global environment. Emphasis is placed on application of course learnings to real-world challenges, and the ability to think strategically and ethically in achieving a desired market presence while developing and maintaining 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. Student teams develop a marketing plan for a product or service, which is presented to an impartial panel of marketing professionals during the final class session. *Prerequisites: 5130, 5145, 5156, 5190*

**5220 LEADING ORGANIZATIONAL CHANGE**
Leading Organizational Change 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 effecting constructive organizational change. The course will also enable students to recognize and address both personal and organizational obstacles to 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. *Prerequisites: 5120, 5130, 5200*

**5230 OPERATIONS MANAGEMENT**
This course provides an overview of the key operations management functions in the context of a globally competitive environment, both in a service and a manufacturing setting. Various elements critically necessary to achieve 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. Insight and a deeper understanding of the role that operations plays in the overall organizational strategy will be attained. This course consists of self-directed learning, including online materials, for the first two weeks and a traditional in-class format for the remaining eight weeks. *Prerequisite: 5210*

**5240 STRATEGIC MANAGEMENT**
This capstone course is designed to provide students 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.

The centerpiece of this course is an interactive, online business strategy game computer simulation. Student teams form companies to develop and execute a strategy to compete with other student teams throughout the course. At the end of the simulation, each team makes a comprehensive oral presentation summarizing their performance and learning experiences. Students are also required to act as CEO/Team Leader for part of the course and write a paper describing the effectiveness of their team. The simulation is supplemented by team and class discussions of complex business cases, student experiences, contemporary readings, and other relevant materials. *Prerequisites: All core courses*
Elective Course Descriptions

5801 LEGAL & SOCIAL ENVIRONMENT OF MANAGEMENT
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. Focus is on an 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. Prerequisite: 5130

5802 NEGOTIATIONS & CONFLICT MANAGEMENT
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. The course methodology is highly experiential, combining class discussion of assigned readings with practice negotiations in one-on-one and team situations. Course assignments focus on the application of learned negotiation skills in actual work situations. Prerequisite: 5100

5803 MANAGING ORGANIZATIONAL DIVERSITY
In today’s global marketplace, the idea of diversity is a valued commodity. To be competitive, many companies promote the idea of a diverse workforce, recruit non-traditional employees, and ensure that the organization operates within all applicable Equal Opportunity Laws. This course is designed to look at diversity as a strategic opportunity both from an organizational and individual level of analysis. Specifically, students will examine how to leverage diversity as a competitive advantage and how to resolve the inevitable tensions that difference can introduce into an organization.

The course’s main goal will be to raise awareness of diversity’s effect on practical business outcomes, as well as teach the student to successfully anticipate the effect of workforce diversity on strategy, design, recruitment, selection, mentoring, performance appraisal, training, compensation, and international competition.

Students should expect this course to prepare them for the challenges that modern diversity poses to bottom-line performance. The idea of valuing workforce diversity as a competitive advantage, the possibility of real behavioral change, and reasons for taking the cultural complexity of a workforce and market seriously will be debated.

Prerequisites: 5120, 5130

5805 TEAM DYNAMICS
Team Dynamics is a five-week elective that explores the communications challenges specific to teams. When taken with Managing & Coaching for Improved Performance (5815), students are able to satisfy one of the three electives required for an Organizational Behavior specialization.

Most organizations use team-based processes to leverage individual strengths and to maximize productivity. Often, these teams have fairly complex reporting relationships and no formal leadership structure. 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.

This course supports skill development in creating effective, productive work teams, managing meetings, and getting things done while building long-term, mutually beneficial relationships. Students learn in real-time how to select and develop a team by working in teams. The course is designed to provide the skills needed to manage team processes in a way that helps the organization reach its objectives. Prerequisite: 5120 • One-half unit course

5807 ETHICAL LEADERSHIP & DECISION MAKING
This course provides an understanding of how values shape individual ethical behaviors, and how these behaviors influence leadership and decision-making. The course will provide practical knowledge and tools needed to effectively manage the everyday ethical conduct of employees. The course will also discuss how legal, philosophical, and corporate practices influence ethical behavior for individuals and companies. Students examine how social, environmental and stakeholder responsibilities, and different values impact ethical behavior in companies. (Premium tuition pricing applies.) Prerequisite: 5130

5810 STRATEGIC TALENT MANAGEMENT
Strategic Talent Management 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:

1) An organization is most effective when “people strategies” are properly aligned with “business strategies.”
2) The strategic management of people is a critical responsibility of all business leaders within an organization.
3) As leaders move up in an organization, the challenge of working through others to achieve success increases.

Highlights of this elective include the following:
• How to select and retain the most qualified employees
• How to create and maintain a high level of motivation among employees
• How to develop employees so they are prepared for complex and/or unexpected business challenges
• How to reward employees in unique ways while, at the same time, maintaining a standard of fairness.
Prerequisites: 5120, 5130

www.LFGSM.edu 21
5815 MANAGING & COACHING FOR IMPROVED PERFORMANCE

Managing & Coaching for Improved Performance is a five-week elective that focuses on the feedback process that occurs in the workplace. When taken with Team Dynamics (5805), students are able to satisfy one of the three electives required for an Organizational Behavior specialization.

Managers typically engage in a number of key one-on-one interactions with employees to ensure improved performance. These interactions encompass the life cycle of employment, including interviewing, on-boarding, setting goals, performance reviews, coaching and termination. This class is designed to help students:

• Enhance their communication skills
• Identify strategies that develop the skill sets of their direct reports
• Improve their ability to successfully engage in critical coaching conversations.

This course is designed to build on the coaching skills students learned in Effective Leadership (5120). Each session is highly experiential, providing real-time opportunities for students to work with their peers on a variety of hands-on activities. Students are given an introduction to the roles, responsibilities and ethical considerations involved in coaching and performance management. Prerequisite: 5120 • One-half unit course

5820 PROJECT MANAGEMENT

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. This course is also offered via Blackboard in an instructor-facilitated, totally online format. Prerequisite: 5130

5821 STRATEGIC USE OF INFORMATION TECHNOLOGY

Technology has the power to create and destroy businesses. The purpose of this course is to provide managers with analytical tools and frameworks to effectively create value in their organizations by managing technological change. The course will equip the student with the knowledge and critical thinking skills needed to better understand how technology impacts fundamental business strategies and organization.

Focus areas of the course include:

• The economics of information; how information technology can be used to positively impact the company’s P&L and balance sheet
• Emerging technologies: an overview of new developments and their impact on the profitability and viability of the businesses they touch
• Value creation: how technology can be harnessed to create or destroy value.

Students will also learn effective techniques for forming partnerships between business leaders and information technology providers to align technology execution with the business goals of the company. To succeed in the 21st century, effective managers must understand the possibilities of emerging technology, assess how to apply those technologies to their overall business strategy, and forge strong partnerships with information technology providers to make their strategy a reality. This course is also offered via Blackboard in an instructor-facilitated, totally online format. Prerequisite: 5130

5840 GLOBAL PRACTICUM: EUROPE

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. Effective communication and ethical decision making under the umbrella of the global challenge are addressed. (Premium tuition pricing applies.) Prerequisite: 5160 or Dean’s approval

5841 GLOBAL PRACTICUM: ASIA

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. Effective communication and ethical decision making under the umbrella of the global challenge are addressed. (Premium tuition pricing applies.) Prerequisite: 5160 or Dean’s approval

5842 GLOBAL PRACTICUM: LATIN AMERICA

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. Effective communication and ethical decision making under the umbrella of the global challenge are addressed. (Premium tuition pricing applies.) Prerequisite: 5160 or Dean’s approval
5848 GLOBAL FINANCE
Companies and managers are impacted as the global economy trends toward greater integration and interdependence. 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. Effective communication and ethical decision making under the umbrella of the global challenge are addressed. \textit{Prerequisites: 5160, 5190}

5849 GLOBAL MARKETING
Companies and managers are impacted as the global economy trends toward greater integration and interdependence. 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, sociocultural, 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 marketing globally successfully. Effective communication and ethical decision making under the umbrella of the global challenge are addressed. \textit{Prerequisites: 5160, 5190}

5855 STRATEGIC BUSINESS WRITING
Strategic Business Writing is a five-week advanced communications course that builds on the basic principles of good writing covered in Executive Success Skills (5100). Special attention is given to crafting messages for a targeted audience, influencing the thinking and/or behavior of a targeted audience, and building relationships with readers through the effective use of language. Additional topics include organizing thoughts, eliminating wordiness, reducing the time spent on written projects, and identifying key roles when students are tasked with a team writing assignment. The curriculum also includes activities to help improve critical thinking skills necessary for success in business. While grammar and punctuation are not the main focus of this course, students will receive clarification on their specific grammar and punctuation questions. \textit{Prerequisite: 5100} • \textit{One-half unit course}

5865 ADVANCED PRESENTATION SKILLS
Advanced Presentation Skills is a five-week comprehensive communications course that builds on the basic principles of effective public speaking covered in Executive Success Skills (5100). Similar to Strategic Business Writing, special attention is given to crafting and delivering superior-quality messages for a targeted audience, influencing the thinking and/or behavior of a targeted audience, and building relationships with listeners through the effective use of language. Additional topics include knowing when to use an informative versus a persuasive format, when to incorporate business-appropriate humor into a presentation, how to be an effective panelist, how to handle controversial and/or adversarial questions, and how to generate and transfer speaker energy to members of the audience. Students will deliver a variety of presentations, including selling an idea/proposal/process to their colleagues and crafting a speech for upper management. \textit{Prerequisite: 5100} • \textit{One-half unit course}

5870 NEW VENTURE CREATION
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. \textit{Prerequisite: 5210}

5871 SALES MANAGEMENT
The management of revenue generation is key to an organization’s success and a principal concern of sales managers. This course covers the management processes of planning, developing, and implementing the company’s strategic sales plan, relating it to the marketing strategy, and reviewing and evaluating the performance of the sales force. Students learn the basics of the sales process and territory management, as well as how to prepare forecasts and to structure and deploy the sales force to achieve them. They are introduced to the challenges associated with recruiting, selecting, training, motivating, compensating, evaluating, and retaining qualified salespeople. They study a variety of approaches that have been used to address those challenges. The course also addresses leadership, teamwork, and legal and ethical issues commonly faced by sales managers. \textit{Prerequisite: 5210 or Dean’s approval}

5880 SUSTAINABLE BUSINESS
Sustainability, defined broadly to include social equity, economic development, and environmental restoration, offers new opportunities (but also challenges) for business. How can we translate these outside opportunities and challenges into future business opportunities? How can individuals, organizations, and society learn and undergo change at the pace needed to stave off worsening problems? Today, organizations of all kinds — including those that we work for — are tackling these very questions. 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 multi-faceted, and this course provides students with an overview of these issues and the tools to help effectively solve them.

This accelerated-format course will be taught through a mixture of case studies, readings, class discussion and guest lecturers. Of particular importance are two projects, one team and one individual, in which students will think through issues related to sustainability and apply the knowledge and skills to deliver greater value for their organizations and stakeholders. (Premium tuition pricing applies.) \textit{Prerequisite: 5130}

5895 BUSINESS, GOVERNMENT AND DEMOCRACY
Businesses are becoming more involved in transacting business in the public sector. Many firms have established PACs and have set up governmental practice sections. These firms are also becoming more dependent on the government for business opportunities and are involved in fundraising on behalf of public officials in order to gain access and to influence the regulatory and legislative process. The majority of this half-unit elective credit course will take...
place in Washington D.C. for the purpose of meeting with governmental officials, congressional staffers, trade association representatives, lobbying firms and elected representatives to discuss the influence of money in government, the ethical aspects of the process and to understand how the system works from a Washington perspective to help evaluate if participating in the lobbying process detracts or enhances a corporation’s business model. (Premium tuition pricing applies.) **Prerequisite:** 5170 or (5175/5185) • One-half unit course

**ON-SITE MBA WITH HEALTHCARE MANAGEMENT SPECIALIZATION**

This specialization and these elective courses are only offered on site at sponsoring organizations, not at campus locations.

**5831 INTRODUCTION TO HEALTHCARE MANAGEMENT**

U.S. healthcare faces increasing costs, decreasing reimbursement, expanding technology and a diverse and aging population. To make more effective decisions, it is essential that managers possess a greater understanding of the forces driving the changes in this dynamic industry. This course will prepare future leaders to understand the issues and responsibilities facing the healthcare industry today and assist them to identify the influences that will continue to impact the industry. We will explore the diversity of stakeholders and provide various options to respond to the important issues facing the industry. While the focus will be on the U.S. healthcare system, comparisons will be made to non-U.S. systems as appropriate. Finally, the course will focus on applied learning, seeking data, and approaches that help participants make more effective decisions. **Prerequisite:** 5130

**5832 HEALTHCARE FINANCIAL MANAGEMENT**

The healthcare industry is at a crossroads. It is faced with evolving models of healthcare delivery, changing reimbursement methodologies, and increased government regulations. Today more than ever, healthcare leaders need a greater understanding of the financial issues facing healthcare organizations and the tools required to make sound business decisions. This course provides an overview of financial management concepts and techniques essential for healthcare managers. Students will learn the theory, concepts, and technical tools necessary to make financial decisions. Topics include an overview of the financial environment of healthcare organizations, third-party payment and government-financed healthcare, managed care, short- and long-term financing options, financial statement analysis and performance evaluation tools, and the increasingly important role of compliance in maintaining a healthcare organization’s financial health. **Prerequisites:** 5190, 5831

**5833 HEALTH POLICY, LEGAL & ETHICAL ANALYSIS**

Public policy plays a significant role in healthcare delivery and financing; ethical decision making is fundamental to both healthcare policy and individual behavior. This course will address the public health policy process, and policy formulation, implementation, and effect. With a foundation in policy, the course will focus on ethical principles with an emphasis on the practical application of these principles to business and clinical decision making. Policy, law, and ethics will be studied in light of current issues in healthcare including financing, rationing, access to care, medical liability, patient safety, privacy, workforce issues, genetics, and technology. Case studies will be used to exemplify concepts and principles. **Prerequisites:** 5130, 5831

Nimesh Jhaveri, R.Ph., Class of 2008 Valedictorian; Executive Director, Transforming Community Pharmacy, The Walgreen Company

“Business leaders must possess the skills to think broadly and long-term, yet still be able to execute in the short-term. This is a unique ability that LFGSM helps nurture and develop. My experience at the school was nothing short of spectacular. The knowledge was relevant and had immediate impact on my day-to-day business decisions.”
Global Study Opportunities

Each year, current students and alumni have unique opportunities through our global practicum courses to gain a global business and management perspective that’s impossible to acquire in a classroom. In each course, you and your teammates will:

- Work, study, and live in selected global cities for up to two weeks depending on the course*
- Examine the region’s economic climate in meetings with the senior management of local and multinational businesses and financial institutions
- Examine the region’s political environment through visits with local government officials
- Become familiar with the region’s culture and its impact on conducting global business
- Complete a consulting project in the local market by analyzing a problem or opportunity, and developing a business solution
- Personally present your business solution to a panel of local academics, business representatives, and clients for their evaluation
- Gain insight into the challenges facing global business and acquire a new understanding of business as it relates to your organization.

All courses are taught by Lake Forest MBA faculty who have business experience in the respective region, and by faculty from participating in-country universities. Fundamental to each course are presentations at each international location by prominent business, political, financial, and labor leaders chosen for their expertise in global issues.

LFGSM’S CURRENT GLOBAL PRACTICUM COURSES*

**5840 GLOBAL PRACTICUM: EUROPE**
Offered during the fall (Term 1), this course takes place in Poland, Turkey and England, in conjunction with the Cambridge International Land Institute (CILI) at the University of Cambridge’s Fitzwilliam College.

**5841 GLOBAL PRACTICUM: ASIA**
Offered during early spring (Term 3), this course takes place in China and Thailand, in conjunction with Chulalongkorn University.

**5842 GLOBAL PRACTICUM: LATIN AMERICA**
Offered during late spring (Term 4), this course takes place in Brazil, in conjunction with BSP-Business School of São Paulo.

*Countries and facilities subject to change.

The Global Business program provided me the opportunity to travel to Asia and Latin America to work directly with clients on real business problems. Attending classes at local business schools added to the foundation of the LFGSM curriculum. There is no substitute for the first-hand global experience I gained as a result of this program.

— Kerry Andreasen, Class of 2009
Director, Finance Business Processes
Baxter Healthcare Corporation

MBA Students on the Great Wall of China, 2010.
Your Lake Forest MBA is more than a degree. It represents a life-changing opportunity.

Getting a Lake Forest MBA is your journey to make, but you won’t be making it alone. Along the way, you’ll meet and work with others — faculty, fellow students, business leaders, and alumni — who share your passion for continuous improvement and inspired leadership, whatever their functional background. Pursuing a Lake Forest MBA is an opportunity to broaden your professional network, expand your impact, and deepen your understanding of the world of business.

Through your LFGSM journey, you won’t just change what you know, or simply add a credential to your resume. You will change your outlook on the business challenges you face, your approach to problem-solving in your professional and personal lives, and your ability to contribute to the world around you.

For my students — particularly those with expertise in areas outside of finance — the classroom is a safe place to grapple with the intricacies of business planning and the real-world trade-offs of corporate operations. By finding a way to ‘level set’ the various amounts of financial knowledge among my students, I help experienced professionals from different functional areas and industries to be more financially savvy in ways that impact their decisions, their companies and their careers.

— Brian Svenkeson
Faculty Member; Vice President
Enterprise Business Solutions
PepsiCo, Inc.

I still keep in touch with many of my fellow graduates, even though it has been nearly 18 years since graduation. I learned from both the faculty and my fellow students that there were many different solutions to the challenges that we face day to day. Being able to come up with practical solutions and implement them quickly has helped accelerate my career.

— John Landgraf
Class of 1992 Valedictorian
2007 Distinguished Alumnus
Senior Vice President
Abbott

After investing much time exploring the distinguished graduate programs throughout Chicago, I found LFGSM to offer a unique learning experience absent in other programs. This curriculum draws from the experience of a faculty and student base each with relevant business backgrounds. I find that this combination creates a learning environment with valuable depth and diversity.

— Joseph A. Luna
Class of 2008
Senior Vice President
Commercial Banking
JPMorgan Chase Bank, N.A.

When Program Manager Patty Haworth (left) and HR Director David F. Haworth looked at MBA programs, they chose to attend LFGSM and grow together — as professionals, as individuals, and as a couple. The Haworths received their LFGSM diplomas in 2008, but their custom license plate continues to spread the good news wherever they go.
You’re Invited…

Being a student at Lake Forest Graduate School of Management has many advantages, not the least of which is inclusion on a very prestigious guest list. Your status as a Lake Forest MBA student means that you’ll have the opportunity to learn from some of the greatest business minds, not just in the classroom but also at special events.

Get invited to exclusive Lake Forest Corporate Education events, and the Office of Alumni Relations’ acclaimed Business Education Forums. Here’s a sampling of the esteemed professionals who have recently given lectures, presentations, or workshops to our students, alumni and friends.

**BUSINESS EXPERTS WHO HAVE SPOKEN AT LFGSM EVENTS INCLUDE:**

- **Michael Arndt**, Editor, Innovation and Design, *BusinessWeek*
- **Bridget Brennan**, CEO of Female Factor, and author of *Why She Buys*
- **Scott Davis**, Senior Partner, Prophet Brand Strategy, and author of *The Shift*
- **Keith Fox**, President, *BusinessWeek*
- **Paul Glen**, Syndicated columnist and award-winning author of *Leading Geeks*
- **Marshall Goldsmith**, America’s preeminent executive coach, and best-selling author of *What Got You Here Won’t Get You There*
- **Oren Harari**, Professor of Strategy and Global Management, Graduate School of Business at University of San Francisco, and best-selling author of *Break From the Pack*
- **Adam Hartung**, Managing Partner, Spark Partners, author of *Create Marketplace Disruption*, and columnist for Forbes.com*
- **Rich Horwath**, President of the Strategic Thinking Institute, and author of *Deep Dive*
- **Ron McMillan**, Co-founder of Vital Smarts and The Covey Leadership Center, and best-selling co-author of *Crucial Conversations* and *Influencer*
- **Harold Sirkin**, Senior VP and Director, Boston Consulting Group, and co-author of *Payback* and *Globality*
- **Jack Welch**, Former CEO of General Electric, and best-selling author of *Winning*

* Also on faculty at LFGSM

DEGREE REQUIREMENTS
The successful completion of 16 units (64 quarter hours) as specified in the Lake Forest MBA program curriculum on page 10, with a total grade point average of 2.70 or better, and with no more than one grade lower than a “C-” in the student’s academic record is required. Recommendation for awarding the MBA degree is made by the faculty to the Board of Directors after consideration of the student’s entire academic record. MBA degrees are conferred once during the academic year at a June commencement ceremony for all who have completed their course requirements during that academic year.

TIMING FOR PROGRAM COMPLETION
The time limit for completing the MBA degree program is six years from the date of entry into the program. Students requiring more than six years to complete the coursework must submit a petition to the Registrar, who, in conjunction with the Vice President & Dean – Degree Programs, will evaluate the applicability of the content of those courses completed early in the student’s program.

COURSE CREDIT
One unit (four quarter hours) of graduate credit is awarded upon successful completion of each ten-week course or ten-week equivalent course. One-half unit (two quarter hours) of graduate credit is awarded upon successful completion of each five-week course or five-week equivalent course. A student’s performance in each course is evaluated with letter grades with equivalent grade point values ranging from an “A” (4.00) through “F” (0). “Plus” or “minus” grades may be used at the instructor’s discretion. They carry grade point value (e.g., “B+” = 3.30; “B-” = 2.70). The 5145 Quantitative Analysis course is graded as Pass/Fail.

Minimally satisfactory academic standing is represented by a 2.70 overall average. The grade of “F” receives no credit, and the course must be repeated with a passing grade for graduation. A failed course may be repeated once. Only LFGSM course grades will be used in calculating the student’s grade point average.

TRANSFER CREDITS
Transfer of courses from other accredited graduate programs may be accepted, pending course dean approval. A maximum of three units may be transferred and applied toward the total number of required units for the MBA degree. Transfer courses must be equivalent in content and credit 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, and other pertinent data. Transfer credits are not considered in computing a student’s grade point average.

Students cannot transfer in a course in which they are currently enrolled once the term has started.

PROVISIONAL ACCEPTANCE
MBA candidates accepted provisionally must earn a grade of “B-” or better in their first two units in the program to achieve general acceptance. Provisional students who receive a grade lower than a “B-” in their first two units will be released immediately from the program.

Provisional students must earn a “B-” or higher in their first two units before taking additional courses. The Registrar will withdraw those students who do not fulfill these requirements.

A provisional student who has been withdrawn and wishes to be reinstated may petition the Vice President & Dean – Degree Programs in writing. The petition should clearly state the reasons for reinstatement. The Vice President & Dean – Degree Programs will review the petition and make a final decision.

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. That course must be replaced with an elective course so that the total number of units completed remains at 16 units (64 quarter hours) of credit as specified in the Lake Forest MBA program curriculum on page 10.

Responsibility for initiating action and documenting equivalent knowledge rests with the student. A Petition for Course Waiver, which includes work experience and academic background documentation, should be submitted to the Registrar for evaluation.

Students cannot waive a course in which they are currently enrolled once the term has started.

INCOMPLETES
An instructor may give an Incomplete (“I”) grade to a student whose coursework at the end of a term is missing any assignment. The student is responsible for completing the outstanding work in the manner specified by the instructor on the Incomplete Grade Form. For ten-week courses, completion time is not to exceed eight weeks from the date the Incomplete was recorded. For five-week courses, completion time is not to exceed four weeks from the date the Incomplete was recorded.

If the outstanding work is not completed within the specified time frame, the instructor will calculate the grade based on the work completed to date with no credit given for incomplete assignments.
A student may have only one Incomplete on his/her academic record at any one 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.

ACADEMIC HONORS

“High Honors” will be conferred upon the top 10% of the graduating class, and “Honors” will be conferred upon the next 10% of the graduating class based on grade point average achieved.

The highest academic honor conferred upon a graduating student is to be named a Hotchkiss Scholar. Hotchkiss Scholars are selected on the basis of outstanding academic achievement and demonstrated commitment to the spirit of excellence. Hotchkiss Scholar eligibility is limited to the top 5% of the graduating class.

The Hotchkiss Scholar award was established in 1984 in honor of Dr. Eugene Hotchkiss, III, President Emeritus of Lake Forest College and former member of the Lake Forest Graduate School of Management Board of Directors.

ACADEMIC PROBATION

Students who have met the general acceptance requirements when first entering the MBA program or those who have successfully satisfied the requirements of provisional acceptance, but do not maintain a cumulative grade point average of at least 2.70 or who receive a “D+” or lower grade in any one course, are automatically placed on academic probation. A student can only be on academic probation one time.

Students placed on academic probation must achieve a cumulative grade point average of at least 2.70 upon the completion of the next two units to be removed from probationary status.

If a student remains on probationary status at the completion of the next two units, the student will be released from the program.

Students released for academic reasons who want to be reinstated may petition the Vice President & Dean – Degree Programs in writing. The petition should clearly state compelling and extenuating circumstances to be considered for reinstatement.

The Vice President & Dean – Degree Programs will review the petition and make a final decision.

Students whose academic achievement would place them on academic probation for a second time will automatically be released from the program and will not be eligible for reinstatement.

Students need to 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 who is on academic probation is also automatically on financial aid probation. The same academic requirements listed above must be met to qualify for financial aid.
LEAVES OF ABSENCE

Students who find it necessary to take a temporary leave of absence for personal or business reasons must contact the Registrar. The Registrar must receive a written request on a petition form before any tuition adjustments can be made. Notifying the instructor of withdrawal or continued absence from class is not sufficient.

A student may be withdrawn from the program by the Registrar if tuition is unpaid or there are unapproved absences.

Students requesting a leave of absence may re-enter the program in any term, depending on availability of classes, prerequisites, and level of student enrollment. Re-entering students also must be in good financial standing.

At the time of any leave of absence or withdrawal, all loan programs, including VA, under which the student is receiving funds, will be notified.

ABSENCES

Because the classroom experience is an essential part of the coursework, students are expected to physically attend every class. Students must notify the instructor in advance of an unavoidable absence due to personal or business reasons. Full credit for class participation may be negatively impacted by absences.*

CLASS SESSION MAKE-UP WORK:

• The instructor determines appropriate make-up work equivalent to the rigor and content of the work missed.

• The instructor provides feedback related to the completed substitute work.

Three absences in any ten-week course, and/or two absences in the eight-week or five-week in-class portion of a course will result in the student’s immediate withdrawal from the course. Students who miss class sessions as outlined above must petition the Course Dean for approval to remain in the course.

* Students who are enrolled in a Global Practicum elective course concurrently with another LFGSM course will be absent a minimum of one class session due to travel. Class session make-up work will be assigned by the instructor. The student will be required to submit work for appropriate grading toward full-credit class participation.

THE PETITIONING PROCESS FOR COURSE RE-ENROLLMENT:

• Student completes the petition form found in the Student Handbook or obtained from the Registrar’s office.

• The Course Dean will review the petition and consult with the instructor to determine if the absenteeism significantly affects the student’s ability to meet course requirements with a passing grade.

• If the preceding conditions are met, the petition may be approved and the student may remain in the course.

SCHEDULE CHANGES

Schedule changes desired by students must be discussed with the Registrar. The School will do its best to accommodate these requests — but cannot guarantee approval — depending on availability of classes, prerequisites, and level of student enrollment.

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 of 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 Modern Language Association (MLA) format as recommended by the American Management 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 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 dishonesty.

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 course dean 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.
CONDUCT
Students are expected to conduct themselves in a professional manner appropriate within our academic environment. Behavior such as abusive language, sexual harassment, cheating, or malice toward a fellow student, faculty, or staff member is unacceptable. Instances of inappropriate behavior are referred to the Vice President & Dean – Degree Programs. Consequences could be up to and including dismissals from the School. If asked to leave, a student must wait one year before petitioning the Vice President & Dean - Degree Programs for reinstatement to resume studies.

CAMPUS SECURITY REPORT
In accordance with the regulations of The Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act, Lake Forest Graduate School of Management will publish an annual campus security report on October 1st. A copy of the complete report can be obtained from the Dean at each campus or online via savvyWORKS, LFGSM’s secure student administrative Web site.

ACADEMIC RECORDS
The Registrar maintains an academic record for each student. The Registrar also handles requests for record changes. Grade reports are available to students online via savvyWORKS, LFGSM’s secure student administrative Web site. One copy of this grade report may be sent to the student upon written request by the student to the Registrar. Transcripts of the academic record are available upon written request to the Registrar.

REFERENCE RESOURCES
LFGSM’s reference resources include the online Electric Library and the Online Computer Library Center (OCLC). LFGSM provides student access to the Electric Library and OCLC through savvyWORKS, LFGSM’s secure student administrative Web site. Access is available remotely via the Internet or from student computers located at each campus.

The Electric Library 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 Electric Library features online help and a powerful, easy-to-use search engine.

OCLC provides a service called FirstSearch®, a comprehensive and complete reference service with a rich collection of databases and links to the World Wide Web. More than 10 million online full-text articles and over 4,000 full-image articles from electronic journals, library holdings, and inter-library loan are accessible through this service. It supports research in a wide range of subject areas with well-known bibliographic and full-text databases, in addition to ready-reference tools such as directories, almanacs, and encyclopedias. Each LFGSM campus is located near additional reference resources. Per the Illinois Libraries Agreement, anyone holding a valid Illinois library card may have usage privileges at all local and Chicago libraries.

STUDENT IDENTIFICATION CARDS
LFGSM issues student identification cards to all enrolled students. The student identification cards are used for campus security purposes. In addition, student discounts are available on many products and services offered by local and online businesses; the LFGSM student ID can be presented as proof of student status.

PERSONAL COMPUTER AND INTERNET ACCESS REQUIREMENTS
LFGSM’s interactive environment goes beyond the classroom, utilizing technology to advance learning on a continuous 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. (Note: Students using company computers may experience technical issues due to company security settings.) This computer must be capable of running:

- Microsoft® Office for Windows (2003 with the Microsoft Office Compatibility Pack for Word, Excel, and PowerPoint 2007 file formats or later version of MS Office) including Word, Excel, and PowerPoint. (The compatibility pack can be downloaded for free at www.microsoft.com.)
- Speakers and a microphone to access WIMBA (remote access software)
- Adobe® Acrobat Reader® (8.0 or later)
- Java™ Runtime Environment (Use “Check Browser” at http://LFMBA.Blackboard.com for current requirements.)

In addition, the computer must be capable of accessing our Blackboard Course Management System. Instructions for determining whether your computer can run Blackboard can be found at http://www.WebCT.com/TuneUp.

AMERICANS WITH DISABILITIES ACT
Lake Forest Graduate School of Management complies with the Americans with Disabilities Act in making reasonable accommodations for qualified students with disabilities. To request an accommodation, the student should contact the Registrar.

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.

Lake Forest Graduate School of Management reserves the right to: make changes affecting policies, curricula, or any other matters announced in this medium; 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 of the School to do so.
For any number of reasons, a Lake Forest MBA just makes sense.

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<td>Hewitt Associates</td>
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<td>Federal Reserve Bank of Chicago</td>
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<table>
<thead>
<tr>
<th>7,700 Alumni</th>
<th>14 Years – Average Professional Experience of Students</th>
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<tbody>
<tr>
<td>AVERAGE CLASS SIZE: 22 students</td>
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<thead>
<tr>
<th>100% BUSINESS-LEADER FACULTY</th>
<th>860 CURRENT STUDENTS</th>
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<tr>
<th>$0 Cost of Books*</th>
<th>4TH LARGEST NON-PROFIT MBA PROGRAM IN CHICAGO</th>
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<tr>
<td>(*And they are yours to keep)</td>
<td>64 Years of Excellence in Graduate Business Education</td>
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</table>

As of February 10, 2010
For further information about the MBA program at Lake Forest Graduate School of Management, visit www.LFGSM.edu or call 800-737-4MBA.