

**MBA Program for Executives –
San Francisco
The Wharton School
University of Pennsylvania**

**Catalogue
2015-2017**



PHILADELPHIA | SAN FRANCISCO

Name of Institution: University of Pennsylvania, The Wharton School

Program: MBA Program for Executives – San Francisco

Physical Address:

<i>San Francisco Campus</i>	<i>Philadelphia Campus</i>
University of Pennsylvania The Wharton School San Francisco 2 Harrison Street Sixth Floor San Francisco, CA 94105	University of Pennsylvania The Wharton School MBA Program Office 300 Jon M. Huntsman Hall 3730 Walnut Street Philadelphia, PA 19104

Address where classes are held:

University of Pennsylvania
The Wharton School | San Francisco
MBA Program for Executives
2 Harrison Street
Sixth Floor
San Francisco, CA 94105

Telephone: 415-777-1000

Fax: 415-369-0598

Website: <https://executivemba.wharton.upenn.edu/san-francisco/>

Accreditation

AACSB International and Middle States Commission on Higher Education.

Degree granted at the completion of the program: Master of Business Administration

Catalogue effective 05/15/2015 through 05/15/2017

A new catalogue is updated and produced each year for the incoming class.

The information contained in this catalogue is true and correct in content and policy.

Bernadette Birt, Executive Director

Date

The Catalogue is updated before the start of each academic year.

As a prospective student, you are encouraged to review this catalogue prior to signing an enrollment agreement. You are also encouraged to review the School Performance Fact Sheet, which must be provided to you prior to signing an enrollment agreement.

The WEMBA Student Resource Guide assists executive MBA students in getting to know Wharton and their academic community.

The Wharton Graduate student Resource Guide (<https://mba-inside.wharton.upenn.edu/>) is written for all MBA students.

All Wharton students are required to know and comply with the policies, procedures, guidelines and the information in their respective handbook.

- The Wharton MBA for Executives Resource Guide: Please note that the MBA Exec Resource Guide complements the information in the MBA Resource Guide, which contains more detail.
- The MBA Resource Guide: http://mba-inside.wharton.upenn.edu/wp-content/uploads/2016/05/Res_Guide_web16.pdf
- The Catalogue is provided to prospective students and the general public when requested via the web: <https://executivemba.wharton.upenn.edu/sanfrancisco-campus/2015Catalogue>

The Wharton School, University of Pennsylvania, operating a campus in California is a private institution and it is approved to operate by the California Bureau for Private Postsecondary Education (the "Bureau"). The Bureau's website can be found at www.bppe.ca.gov. The Wharton School's approval to operate as a private postsecondary school in the State of California is based on provisions of the California Private Postsecondary Education Act (CPPEA) of 2009, which was effective January 1, 2010. The Act is administered by the Bureau for Private Postsecondary Education, under the Department of Consumer Affairs.

NOTICE CONCERNING TRANSFERABILITY OF CREDITS AND CREDENTIALS EARNED AT OUR INSTITUTION

The transferability of credits you earn in the MBA Program for Executives at The Wharton School is at the complete discretion of an institution to which you may seek to transfer. Acceptance of the degree, diploma, or certificate you earn at Wharton is also at the complete discretion of the institution to which you may seek to transfer. If the credits or degree, diploma, or certificate that you earn at this institution are not accepted at the institution to which you seek to transfer, you may be required to repeat some or all of your coursework at that institution. For this reason you should make certain that your attendance at this institution will meet your educational goals. This may include contacting an institution to which you may seek to transfer after attending The Wharton School to determine if your credits or degree, diploma or certificate will transfer.

NOTICE CONCERNING STUDENT TUITION RECOVERY FUND

The State of California created the Student Tuition Recovery Fund (STRF) to relieve or mitigate economic losses suffered by students in educational programs who are California residents, or are enrolled in a residency program attending certain schools regulated by the Bureau for Private Postsecondary Education.

You must pay the state-imposed assessment for the Student Tuition Recovery Fund (STRF) if all of the following applies to you:

1. You are a student in an educational program, who is a California resident, or are enrolled in a residency program, and prepay all or part of your tuition either by cash, guaranteed student loans, or personal loans, and

2. Your total charges are not paid by any third-party payer such as an employer, government program or other payer unless you have a separate agreement to repay the third party.

You are not eligible for protection from the STRF and you are not required to pay the STRF assessment, if either of the following applies:

1. You are not a California resident, or are not enrolled in a residency program, or

2. Your total charges are paid by a third party, such as an employer, government program or other payer, and you have no separate agreement to repay the third party."

You may be eligible for STRF if you are a California resident or are enrolled in a residency program, prepaid tuition, paid the STRF assessment, and suffered an economic loss as a result of any of the following:

- The school closed before the course of instruction was completed.
- The school's failure to pay refunds or charges on behalf of a student to a third party for license fees or any other purpose, or to provide equipment or materials for which a charge was collected within 180 days before the closure of the school.
- The school's failure to pay or reimburse loan proceeds under a federally guaranteed student loan program as required by law or to pay or reimburse proceeds received by the school prior to closure in excess of tuition and other costs.
- There was a material failure to comply with the Act or this Division within 30 days before the school closed or, if the material failure began earlier than 30 days prior to closure, the period determined by the Bureau.
- An inability after diligent efforts to prosecute, prove, and collect on a judgment against the institution for a violation of the Act.

ADDITIONAL NOTICES

Any questions a student may have regarding this catalogue that have not been satisfactorily answered by the institution may be directed to the Bureau for Private Postsecondary Education at 2535 Capitol Oaks Drive, Suite 400, Sacramento, CA 95833 or P.O. Box 980818, West Sacramento, CA 95798-0818, www.bppe.ca.gov, (888) 370- 7589 or by fax (916) 263-1897

A student or any member of the public may file a complaint about this institution with the Bureau for Private Postsecondary Education by calling (888) 370-7589 or by completing a complaint form, which can be obtained on the bureau's internet web site (www.bppe.ca.gov).

The Wharton School, University of Pennsylvania does not have a pending petition in bankruptcy, is not operating as a debtor in possession, has not filed a petition within the preceding five years and has not had a petition in bankruptcy filed against it within the preceding five years that resulted in reorganization under Chapter 11 of the United States Bankruptcy Code (11 U.S.C. Sec. 1101 et seq.).

The MBA Learning Environment Core Values

Learning is an active experience at Wharton, emphasizing collective exploration of intellectually challenging ideas.

While our courses employ a variety of pedagogical approaches, the following values lie at the core of the classroom learning experience:

Leadership

Making a difference in our school and society.

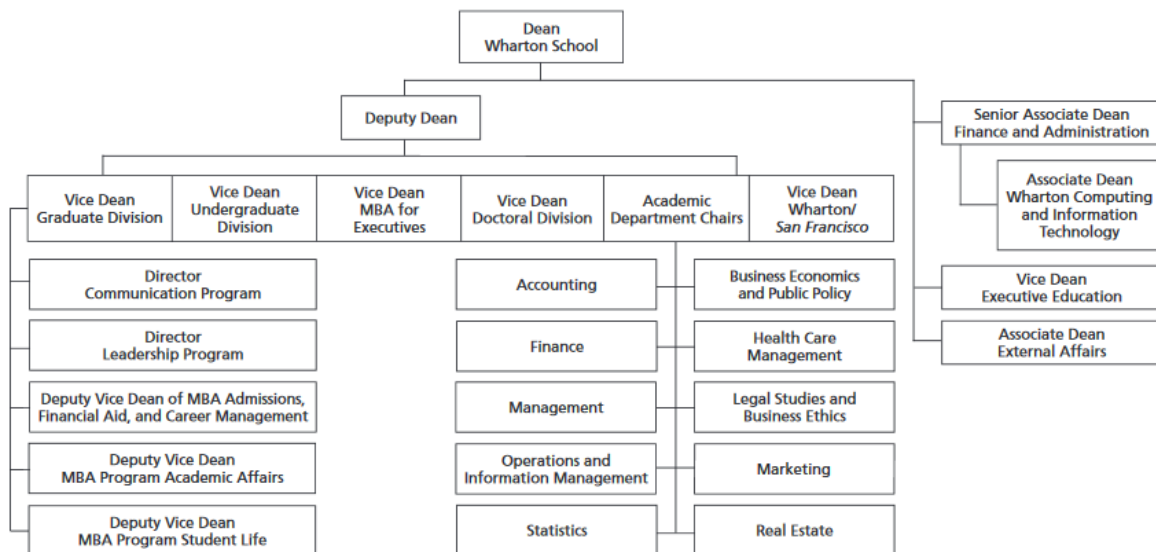
Integrity

Acting with fairness and authenticity.

Community

Upholding individual humility and collective pride.

School Governing Body, Administrators, and Faculty



A. Owner

University of Pennsylvania
Amy Gutmann, President

B. Directors

Peggy Bishop Lane, Vice Dean	215-898-8601	pblane@wharton.upenn.edu
Bernadette Birt, Executive Director	415-267-6357	birt@wharton.upenn.edu
Juana Droessler, Associate Director	415-267-6312	droessler@wharton.upenn.edu
Amy Hazen, Associate Director	415-267-6336	alw@wharton.upenn.edu

C. Administrative Officials

Bernadette Birt	415-267-6357	birt@wharton.upenn.edu
Kim A. Cowperthwaite	415-267-6326	kimandr@wharton.upenn.edu

D. **Faculty**

For information on individual faculty member's qualifications, please see:

<https://www.wharton.upenn.edu/faculty-profiles/>

Abel, Andy	Geczy, Chris	Pottruck, David
Amit, Raffi	Gibbons, Mike	Raju, Jagmohan
Barad, Seth	Gultekin, Bulent	Reed, Americus
Bell, David	Harrington, Scott	Reibstein, David
Berger, Jonah	Hernandes, Exequiel (Zeke)	Riis, Jason
Bishop Lane, Peggy	Hsu, David	Roberston, David
Blackman, Celeste	Huang, Laura	Rossiter, Matthew
Blouin, Jennifer	Ittner, Chris	Sammut, Steve
Bodnar, Gordon	Iyengar, Rahu	Sarig, Oded
Burns, Robert	Jenkins, Mark	Shropshire, Kenneth
Cachon, Gerard	Kahn, Barbara	Siggelkow, Nicolaj
Cappelli, Peter	Kapoor, Rahul	Sinai, Todd
Chalfin, Robert	Katalan, Ziv	Singh, Harbir
Chandan, Sameer	King, Paul	Smetters, Kent
Chaudhuri, Saikat	Lambert, Richard	Taylor, Lucian
Cichello, Michael	Lee, Tom	Terwiesch, Christian
Collom, Doug	Macduffie, John Paul	Ulrich, Karl
Danzon, Patricia	Massey, Cade	Useem, Michael
Day, George	Maugeri, Carl	Veeraraghavan, Senthil
Donaldson, Thomas	Meyer, Robert	Waterman, Richard
Fader, Peter	Mollick, Ethan	Wessels, David
Felman, Michelle	Musto, David	Yilmaz, Bilge
Fitzgerald, Michael	Niedermeir, Keith	Zhao, Minyuan
Friedman, Stewart	Ofer, Roni	

Entrance Requirements

Entrance into the Wharton School's MBA Program for Executives requires that prospective students complete an application, take the GMAT, possess a bachelor's degree, have an in-person interview with an admissions team member, and maintain full-time employment throughout the program. The prospective student must secure sponsorship from their organization for time away from work to attend classes as described by the class calendar, and may also have financial sponsorship as well. Traditional candidates should have 8+ years of full-time work experience; less experienced candidates may be considered under Fellows candidate status.

(For more details on Fellows candidate requirements, please see:

<https://executivemba.wharton.upenn.edu/admissions/application-process/sponsorship-requirements/>)

Each person is accepted based on the admissions committee decision that the individual has the potential for success in the program.

We would like our students to have the four core competencies in English (reading, writing, speaking, and listening). All of our courses are conducted in English. Because students attend universities and colleges

around the world with different grading systems, the GMAT is the one uniform assessment tool, we have to predict academic potential for success in many of the courses that Wharton requires. During the interview, our admissions team member will gather information and assess a candidate's oral proficiency in English. If we feel the TOEFL test is needed, we will let the candidate know.

Because The MBA Program for Executives is a cohort based program, no transfer credit is accepted. There are no transfer credit agreements with any other institution.

Instructional Facility and Access to Library Resources

The school's physical address is 2 Harrison Street, Sixth Floor, San Francisco, California 94105. The campus consists of 34,700 square feet of classrooms, offices, and conference-room style study rooms on one floor. There are 18 conference-room style group study rooms, one conference room, three classrooms, nine administrative offices, six faculty offices, and 15 administrative desk spaces. Four restrooms are located in the middle and rear of campus, and there is a dining room on premises. Student-utilized spaces contain teaching equipment sufficient to meet educational needs. Maximum capacity of each type of student-utilized space is as follows:

- Classroom 615 – 70
- Classroom 612 – 70
- Classroom 660 – 160
- Dean's Conference Room – 14
- Group Study Room – 6
- Dining Room – 159

Students of the MBA Program for Executives live and work beyond the University environment. Student access to library resources is available through electronic services, database access and support of business school librarians and in person when on the Philadelphia campus. Physical presence on the University of Pennsylvania campus is not required to access materials.

The Lippincott Library of the Wharton School

West Wing
Van Pelt-Dietrich Library Center
www.library.upenn.edu/lippincott

The Lippincott Library of the Wharton School is the business research library serving Wharton and the University of Pennsylvania community. Located in the Van Pelt-Dietrich Library Center, Lippincott features: state-of-the-art electronic resources for both on-site and remote use — over 100 business databases, with access to data, journals, news sources, analyst reports, and more; reference and research consultation services, and specialized research training sessions. Lippincott Library is an invaluable resource for those preparing research projects, class presentations, entrepreneurial projects and job searches.

The Facility

Lippincott Library is housed on the second and third floors of the west wing of the Van Pelt-Dietrich Library Center. The Safra Business Research Center, located on the second floor, provides a beautifully-

designed environment for general study and using the Library's electronic resources. The Yablon Financial Resources Lab is a 16 seat classroom with Bloomberg and S&P Capital IQ terminals, an ideal space for working on finance projects.

Lippincott Directory

Research Help: 215 .898 .5924

Course Reserves: 215 .898 .5926

Email: lippinco@wharton.upenn.edu

Business FAQ: faq.library.upenn.edu/business

Libraries at Penn

The University Library that Benjamin Franklin founded — one of the first in the country — is the only Penn institution to have been in continuous operation since 1750. Today, Penn Libraries consist of fourteen libraries, each designed to serve the knowledge and information needs of Penn's schools and research centers.

General Career Management Resources

During your two-year program, a variety of professional career development programs will be available to you. Wharton's EMBA Career Services include skill development, such as networking, social media, and industry and company research, as well as panel and speaker presentations covering various topics relevant to today's marketplace and student interests. The program does not have job placement services. Our general career management services begin in your second term and include:

- Career assessment and planning
- Individualized career coaching and advising
- Online career resources available 24/7
- Resume review
- Interview preparation
- Planning long-term career strategies
- The Wharton Job Board (for non-sponsored students)
- Job search action groups and resources

Policies

A. Enrollment Policy

Students may enroll in the program based on offer of admission no later than one week prior to Orientation Week of the newly admitted cohort.

B. Credit Evaluation Policy

Waiving A Course

Most of the first year is spent building skills in the core business areas of accounting, management, marketing, finance, etc. Some students already have deep and recent knowledge in one or more of these disciplines through prior coursework or experience on the job. Students who have expertise in a core course area should consider waiving the relevant course if permitted by the instructor. Students who waive will have the option to conduct an Independent Study project or take a second-year elective in lieu of the waived course. Students who waive a core course are the only first-year students permitted to take electives with the second-year class. Such a substitution is subject to approval by the elective instructor, as well as your program office. To be eligible, the student must satisfy all prerequisites for the elective class and must be able to attend all classes on the second-year schedule.

There are two ways to waive core classes:

a. *Waive by credential*

Students may waive by credential if evidence can be provided of significant recent (within the last three years) coursework, or coursework with ongoing experience in the discipline. For example, CPAs should probably waive the Financial Accounting course offered in the summer term. If you have an undergraduate degree with a major in accounting, with grades of B or better in all introductory or intermediate financial accounting courses at an accredited college or university (not tax, auditing, advanced financial or managerial or cost accounting) you are also eligible to waive by credential.

b. *Waiver exams*

If you cannot waive a course by credential but feel that taking the course would be redundant, we suggest that you request the waiver exam. Contact your program office. Waiver exams must be taken before the class you are attempting to waive begins.

There is no charge to the student to take a waiver exam or to waive a course.

C. Attendance Policy

Learning is a collaborative process. MBA Exec students are admitted in part because of the experiences they bring to the community and what they can add to class discussions. As such, attendance is an important aspect of the Wharton commitment and classroom attendance is mandatory. In addition, late arrival is disruptive to the learning environment, so punctuality is expected. If a student misses more than two days in any one term, he/she will be placed on administrative watch and may be subject to suspension from the Program for that term. If a student misses a class it is his/her responsibility to contact the MBA Exec office and faculty prior to that absence and to follow up directly with faculty to cover any missed assignments. If for a medical or family emergency you must unexpectedly miss class, video recording of classes can be arranged (contact your program office) with the professors' approval. It is not an option for you to take classes remotely. Student class participation is an important part of the learning process and being present in class is a necessary component to that participation.

Faculty are the final arbiters of who enters and remains in their classes. If a student's presence has become disruptive to the class as a whole, the instructor can request that the MBA Exec Program Office remove the student from the course roster. Some faculty may also require the student's attendance in a minimum number of sessions to remain enrolled in the course. It is the student's responsibility to find out in advance if the course has such a requirement. Most professors choose to base part of your course grade on attendance or participation and have a limit on the number of classes you may miss. If you find it necessary to miss a class or turn in written work late because of illness or a family emergency, you should speak with the instructor.

Students may not miss any time in an on-campus course to attend a course held off campus, including Global Modular Courses and Global Consulting Projects. This may limit a student's ability to enroll in these global courses depending on the academic calendar for their class.

D. Grading Policy

- a. Wharton's MBA courses are graded on a traditional letter grade system of A through F, with + and - distinctions. The letter grades carry the usual point values A=4, B=3, C=2, D=1, F=0. The +'s and -'s trisect the interval between full letter grades; i.e., a '+' grade will be 0.33 above the full grade value and a '-' grade 0.33 below. A+'s are allowed but still carry a 4.0 point value, a University of Pennsylvania policy.
- b. For MBA classes with an MBA enrollment of 20 or more at the conclusion of the course, the Class MBA Grade Point Average (CMGPA) may not exceed 3.33. This upper limit CMGPA is raised by 0.04 for every enrollment count below 20. CMGPA is defined as the average point value of the grades assigned to all MBA students in a class who are governed by this grading system.
- c. Faculty are required to notify the MBA Program Office of all students whose performance falls in the lowest 10% (LT) of their Wharton classes when total enrollment is greater than or equal to 20. Students who are consistently in the lowest 10% of their Wharton courses may be subject to academic discipline.
- d. While the grades A+ through D- are relative performance indicators (i.e., they depend on how other students in the class perform), the F grade is based on an absolute performance standard in every course.
- e. The F grade does not earn credit toward graduation and when students receive it in a core course, they are required to re-enroll in the course and obtain a passing grade in order to graduate unless an alternate remedy is deemed appropriate by the faculty member. The courses in which students receive F grades are counted toward the maximum course load for tuition purposes and F grades remain on the transcript.
- f. Pass/Fail Option: Each student may take up to one elective credit unit on a Pass/Fail basis each semester. Pass grades will be excluded from individual GPA calculations. Fail grades will be included. Pass grades are not eligible for LT designations, but Fail grades are. The Pass/Fail option does not supersede departmental requirements for majors.
- g. Students who withdraw from courses after the semester has begun may receive a grade of "Withdrawn" (W). The final decision on awarding a "W" rests with both the course instructor and the MBA Program for Executives Office. This grade is not included in the calculation of the GPA (see Academic Honors). Courses in which students receive a "W" after the drop deadline count towards the 22.0 cu maximum course load.
- h. Re-grade requests: Students who believe that there are errors in the grading of an assignment, exam, or any other course component may request that their instructor re-grade that component. These requests should be made as soon as possible and must comply with the requirements and time limits set by the course instructor. Students should be aware that, because of the CMGPA limit and the LT requirement, a change in one student's grade or LT status can affect another student's grade or LT status.

E. Academic Performance Standards

Minimum academic standards are maintained in the following manner:

- a. **Probation:** A student will be placed on academic probation upon reaching any one of the following conditions: receiving two grades of F in any grading period; earning two credit units of Lowest 10% (LT) indicators in the first term; earning three credit units of Lowest 10% in the first two terms cumulatively; earning four credit units of Lowest 10% in the first three terms cumulatively.

Once a student is on academic probation, the following steps are required:

1. Meet with an academic advisor and develop a plan to succeed which includes:

- a. Course work for the remaining semesters
- b. Time spent on career, including current position and any career search activities
- c. Extra-curricular activities such as involvement in planning and attending class activities
- d. Personal interests and needs
- e. Meeting with a teamwork or other counselor

The effect of probation may include, but is not limited to, the opportunity for school-funded tutoring, a limit on the number of credit units taken in a term, a limit on inclusion in Global Modular or Global Consulting courses, and/or a limit on access to career management services or co-curricular leadership programming.

This plan must be approved by the program administration. Failure to develop an acceptable plan within two weeks of notification of probation may lead to enforced restrictions on the student such as a limit on credit units, a recommended suspension of school-sanctioned leadership roles, or a limit on career management services.

2. At the end of the grading period in which the plan is initiated, review the plan with an academic advisor to assess the student's success and the plan's viability;

3. At the end of the semester in which the plan was initiated, the student will meet with his or her academic advisor. If the student has avoided reaching the next probationary state, he/she will be taken off probation.

- b. **Dismissal:** Any of the following three academic conditions will lead to dismissal from the MBA Program for Executives: (1) receiving three grades of F in any grading period or in any two contiguous* grading periods; (2) receiving two subsequent grades of F after being placed on academic probation; or (3) accumulating five credit units of the sum of lowest 10% (LT) indicators and F grades that did not carry an LT in the first year or eight credit units of the said sum during the program.
- c. **Incompletes:** Grades of Incomplete are given at the discretion of the instructor when, on the basis of work completed, the student is doing passing work, but some requirement of the course (e.g., exam or paper) is not completed. All Incomplete grades not removed from a student's record by the end of the first three weeks in the following regular semester shall be converted automatically to F. For example, Incompletes earned in the Spring semester must be removed by the end of the first three weeks of the Summer semester. Grades of Incomplete are changed to permanent grades by the instructor, who submits a change-of grade upon completion of course requirements. Degrees are awarded in May, August, and December. In order to be awarded a degree, a student must complete all requirements by the last day of the preceding final examination period.
- d. Students who finish any semester with grades of Incomplete shall have each Incomplete be considered as one-half of an F grade for academic standards purposes.

- e. For the purpose of paragraphs (a) and (b) above, any incomplete grade automatically converted to F will be presumed to be an F earned in the semester the student was registered for the course. This could cause a student to be retroactively placed on probation or be dismissed from the program.
- f. A student who is dismissed from the program for academics or other reasons may appeal the decision by writing to the Chair of the MBA Executive Committee within seven days of receiving the dismissal letter. Upon receipt of the request, the committee will convene a hearing and give the student seven days advance notice. The student may appear in person or submit a written appeal. If the student wishes to appear, but cannot, the hearing will still be held. All Committee decisions are final. There is no further appellate body.

Dropped Courses:

Required courses dropped must be repeated in the MBA Program for Executives. This may preclude a student from graduating in two years. A student may complete up to 22.0 credit units within the two-year program duration without incurring any additional tuition charge. Audited courses do not count toward the 19.0 course-unit graduation requirement, but do count toward the 22.0 credit unit limit.

Beyond the designated Drop/Add period for each term, no student is permitted to drop or add any course without written permission from both the respective faculty and the MBA Program for Executives office. Please contact your program office if you have any questions regarding the add/drop process.

Other Grounds for Disciplinary Action: Excessive absences and/or disruptive behavior may lead to counseling by the Director. If the problem persists, disciplinary action such as administrative watch, suspension, probation or reduction of privileges may follow.

Breaches of the standards set forth in the MBA Code of Ethics, including but not limited to plagiarism, will provide grounds for disciplinary action within the Program as determined by the Code.

**Contiguous grading periods are those that are immediately adjacent to each other. For full semester courses this is the full semester immediately succeeding. For half semester courses it is the half semester immediately succeeding.*

F. Leave of Absence

If you need to interrupt the normal two-year course of study in the MBA Program, you must request a leave of absence by writing a letter to the Director of the MBA Program for Executives stating the reason for the request and the length of the expected absence. Depending on the circumstances, a leave of absence may be granted for a term or a full academic year. The Program office only grants leaves to students in good academic standing. The Program office handles requests for extension of the leave on a case-by-case basis. The maximum total duration for a leave of absence from the MBA Program is five years.

Wharton MBA Code of Ethics

Members of the Wharton community are expected to uphold the highest ethical standards. The MBA student body has articulated the following guidelines, approved by vote in the Spring of 1989, amended by vote in the Spring of 2005.

Preamble

The mission of the Wharton School Graduate Division Code of Ethics (“Code”) is to promote the growth of ethically responsible business managers at the Graduate Division of the Wharton School (“Wharton”) through adherence to the highest standards of academic integrity and overall ethical conduct, to develop a sense of individual responsibility on the part of each member of the Wharton community to participate actively in maintaining such standards, to foster an environment of honor and trust within the Wharton community, and to engender respect for the ethical standards of the Wharton graduate. Fulfilling this mission is a collective responsibility of the members of the Wharton community.

While representing himself or herself as a member of the Wharton community, the Wharton student will maintain the highest standards of honesty and integrity. The student will strive for these standards in his or her representations, academic pursuits, and respect for the property and individual rights of others; will uphold the specific principles described in the Code; and will actively support the Code. Standing in the Wharton community will be subject to adherence to these basic principles of ethics.

The Code will be administered and maintained by a Wharton Graduate Division Ethics Committee (“Ethics Committee”), comprised of students chosen to represent their colleagues. Administration of the Code is subject to review by the Graduate Division Administrators and the Wharton Faculty according to the procedures indicated below.

I. SPECIFIC STANDARDS

A. Representations

The Wharton student is expected to represent himself or herself honestly in all oral or written statements. The student will not misrepresent any material fact to other students, faculty, staff, prospective employer, or anyone else while representing himself or herself as a member of the Wharton community, especially through, but not limited to:

1. Lying to prospective employers, either directly through oral or written statements or indirectly through misrepresentation of background in resume;
2. Misrepresenting any material fact on a Wharton application, financial aid form, or other official document;
3. Lying to a fellow student, a faculty member, or an administrator in order to gain preferential treatment; or
4. Misrepresenting the originality of one’s work, including failure to cite the contributions of another (plagiarism)

B. Academic Pursuits

The Wharton student is expected to represent his or her academic product honestly and fairly. The student will not use any dishonest method to gain an unfair advantage over other students in academic pursuits, especially through, but not limited to:

1. Giving or receiving any unauthorized aid on an assignment or exam, including working in groups on any assignment that has been designated as individual by the professor;

2. Failure to comply with the academic guidelines established by the instructor for assignments;
3. Continuing to write after time has been called on an exam; or
4. Submitting for credit substantially the same work done for another assignment either academic or professional, except with prior approval of the instructor. In the absence of clear guidelines regarding an assignment, presentation, examination, or other academic submission, the Wharton MBA student is expected to seek any and all necessary clarification from the instructor.

C. Property

The Wharton student is expected to respect the materials, data, and property of other members of the Wharton community and visitors to the Wharton School. The student will not misuse or misappropriate the materials, data, or other property of another, especially through, but not limited to:

1. Accessing, removing, or destroying any information, materials, or other property from another student's or student organization's premises, locker, computer files or mail folder without prior permission;
2. Accessing or removing without prior permission, or hiding or destroying any corporate records, files, job postings, or academic materials from the library, the Career Management Office, or any other administrative office;
3. Divulging or distributing proprietary or confidentially provided information obtained for class assignments; or
4. Utilizing for commercial gain any material provided to Wharton specifically and restrictively for educational purposes without prior permission of the provider.

D. Individual Rights

The Wharton community is committed to an environment free from discrimination and harassment of any kind. The Wharton student is expected to respect the individual rights of others. Specifically, Wharton students will observe the University of Pennsylvania policies against harassment and discrimination. Any complaint of a violation of these policies brought to the attention of the Ethics Committee will be referred to the appropriate body of original jurisdiction within the University.

II. STANDING IN THE COMMUNITY

A student who accepts and adheres to the standards discussed above will remain in good ethical standing within the Wharton community. If a student fails to adhere to the Code, the student may be sanctioned only with respect to his or her relationship with the Graduate Division of the Wharton School. Any sanction will be enacted upon the recommendation of the Ethics Committee at the discretion and action of the Vice Dean of the Wharton Graduate Division ("Vice Dean") or his/her designate ("designate").

Any sanction must bear a reasonable relationship to the severity of the breach involved. Appropriate sanctions include, but are not limited to the following: Letter of Reprimand, Probation, Suspension, and Expulsion; in addition, the Ethics Committee may also recommend grade modification or exclusion from specified extracurricular activities.

If the final determination in a hearing under the Code is in favor of the accused, no record of the complaint or of the related hearing will be made in the official file of the student as maintained by the Wharton

Graduate Division. The Vice Dean or designate will render a written decision on the recommendations of the committee in a timely fashion.

III. ADMINISTRATION OF THE CODE

i. Composition of the Ethics Committee

The Ethics Committee will comprise no fewer than nine and no more than eighteen Wharton MBA students elected by the Wharton MBA student body. Nominations for these positions will be accepted from MBA students in the form of a statement of intent submitted to the Ethics Committee. The sitting Ethics Committee will determine the rules for the election, and reserves the right to reject any statement of intent that fails to meet their established requirements. Candidates who receive the most votes in a vote open to all Wharton MBA students will constitute the new Ethics Committee. The Ethics Committee will select an appropriate number of Ethics Liaisons (“liaisons”) from the matriculating first-year class during their first semester. These liaisons will assist the Ethics Committee in fulfilling its responsibilities including: fostering awareness of ethical issues in the marketplace, promoting education about the Code, the Ethics Committee, and the Ethics curriculum to the greater Wharton community, and performing other roles designated by the Ethics Committee as appropriate. The liaisons are not members of the committee and shall not sit for hearings under any circumstances.

The Ethics Committee shall also elect from among its members two co-Chairpersons, a minimum of one Code Advocate, and any other officers the Committee deems necessary to carry out its responsibilities. These officers of the Committee shall execute the responsibilities articulated by the Procedures of the MBA Code of Ethics (“Procedures”), and any other duties delegated to them by the Committee at large.

ii. Responsibilities of the Ethics Committee

The Ethics Committee will be responsible for hearing complaints under the Code. Five members of the Ethics Committee will sit for a hearing, with the Code Advocate serving to investigate the complaint and present any evidence. Hearings will be conducted according to procedures maintained by the Ethics Committee and available to all students upon request.

The Ethics Committee is also responsible for promulgating the standards specified in the Code, for encouraging responsible conduct by Wharton students, for acting as liaison to the Wharton Faculty and administration on matters related to the Code, and for developing any necessary modifications of the Code. Any changes to the Code must be approved by a majority of those voting in a special referendum open to all Wharton MBA students.

Hearings are not intended to be juridical in nature. The committee will determine how and where intent and state-of-mind fit into the proceedings at its discretion.

iii. Complaints

Any member of the Wharton community wishing to complain of a breach of the Code may submit their complaint in writing to:

1. Any member of the Ethics Committee, or
2. The Wharton School’s Graduate Division.

Complaints may be filed anonymously. All contacts between the complainant(s) and the Ethics Committee will be held in confidence according to the procedures of the Ethics Committee.

iv. Appeals

Any student sanctioned under the Code by the Vice Dean or designate at the recommendation of the Ethic Committee may appeal to the MBA Executive Committee. A request for the hearing of an appeal must be made to the Chairman of the MBA Executive Committee within seven days of the Vice Dean's decision; if the MBA Executive Committee refuses to hear the appeal, then the decision of the Vice Dean will stand. The MBA Executive Committee will conduct all hearings according to its own procedures.

All students matriculating in the Graduate Division must comply with the standards set forth in the MBA Code of Ethics and the Policies on Conduct of the University of Pennsylvania.

Cases involving issues related to academic integrity and educational pursuits of MBA students, where the incident relates to the activity of the Graduate Division, are to be resolved pursuant to the provisions of the MBA Code of Ethics.

Complaints involving the conduct of any MBA candidate from the Wharton School may be considered by the committee. Other cases involving issues related to conduct are to be resolved pursuant to the published University of Pennsylvania policies and procedures. If the MBA Ethics Committee feels a case is beyond its jurisdiction, it will refer the matter to the University Office of Student Conduct. Procedures used in cases related to conduct are set forth in the Charter of the University of Pennsylvania Student Disciplinary System.

Tuition & Refund Policy

2015-2017 WHARTON MBA FOR EXECUTIVES STUDENT BUDGET

Tuition and expenses are indicated below. Personal costs may vary depending on individual travel circumstances. The costs outlined below include tuition, fees, books, supplies, hotel accommodations, and most meals on class weekends. Students may take up to 22.0 credit units without incurring additional tuition charges. The costs outlined below also include the ground expenses (hotel and food) for Orientation (during Term 1) and for the global business course (during Term 5) that each class takes. Airfare for these trips is not included in this total.

Housing for the students on class weekends and residence weeks is included in the tuition. Students are housed at a local hotel on class nights in San Francisco and for the joint weekend in Philadelphia and on the global business course. The hotel arrangements are made by the School.

PHILADELPHIA AND SAN FRANCISCO:

The educational budget for the MBA Program for Executives from May 2015 to April 2017 is:

Tuition, Fees, Books, Supplies, Room & Board:

2-year budget:	\$178,920
Per year:	\$ 89,460
Per term:	\$ 29,820

TERM 1 BILLING CYCLE

Academic Year 2015-2016
Term 1 = Summer Session 2015

PHL Payment Due*
May 22, 2015

SF Payment Due*
May 18, 2015

* Late fees of _____ will be assessed to your student account if payment is not received by the payment due date and if a loan application is submitted after the deadline.

INVOICES & RECEIPTS

Invoices will be provided one month prior to the tuition due date. Company-specific invoices can be provided upon student request. It is the student's responsibility to make sure the MBA Exec office has current personal or company information for billing purposes.

Receipts will be provided upon request for all company and personal checks. In addition, receipts also can be requested to reflect financial aid disbursements.

If you have specific invoice or receipt requirements for company reimbursement, contact your program office.

PAYMENT PROCEDURES AND FINANCIAL HOLD

The University must receive the FULL amount due on or before the due date indicated on the invoice. Failure to make payments will result in a student being placed on Financial Hold, which prohibits that student from beginning new courses for the upcoming term until the payment has been made. Non-payment of tuition will prevent students from registering for future terms and late charges will be assessed. A student's diploma and transcript will be withheld if any outstanding balance is due to the University at the end of the program.

Electronic Payment from your U.S. Checking or Savings Account

Visit <http://www.sfs.upenn.edu/pennpay> for more information.

You can also use Penn.Pay to pay with your American Express card (please note there is a 2% convenience fee with this option).

Important - If you elect to pay your tuition electronically, please let your program office know when the payment has been sent.

In Person/By Mail

Checks can be given directly to your program office. Checks should be made payable to the Trustees of the University of Pennsylvania and should indicate the name of the student.

For San Francisco students: The Wharton School Attn: Juana Droessler	For Philadelphia students: The Wharton School Attn: Diane Harvey
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2 Harrison St. 6th floor San Francisco, CA 94105	Suite 108 Steinberg Conference Center 255 S. 38th St. Philadelphia, PA 19104
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Please Remember

- If paying online, make payment at least three days prior to the bill due date.
- If paying by mail, make payment at least five days prior to the bill due date.
- Make your check payable to: "Trustees of the University of Pennsylvania."
- Wire transfer directions will be provided as requested.
- Do not send cash.

Late Payment Penalties

If full payment is not received by the due date, a late payment penalty of 1.5% of the amount past due will be assessed, and future registration and continuing enrollment will be jeopardized.

CANCELLATION AND REFUNDS

You may cancel your contract to attend, and withdraw from, the Wharton MBA Program for Executives by submitting notice of cancellation by mail, fax or deliver a signed and dated copy of this cancellation notice or any other written notice to:

Peggy Bishop Lane
Wharton MBA Program for Executives
The Wharton School
Steinberg Conference Center, Suite 108
255 South 38th Street
Philadelphia, PA 19104-6340
Phone: (215) 898-5887, Fax: (215) 898-2598

If notice of cancellation is made through attendance at the first class session, or the seventh day after enrollment, whichever is later, student shall receive a 100% refund of the amount paid less any nonrefundable charges identified in the Fees and Charges section below.

In addition, the Student may withdraw from a course after instruction has started and receive a pro rata refund for the unused portion of the tuition and other refundable charges if the student has completed 60% or less of the instruction for the academic term.

Withdrawal from Wharton School may be effectuated by the student's written notice or by the student's conduct, including, but not necessarily limited to, a student's lack of attendance.

Refunds will be paid within 30 days following the school's receipt of your cancellation notice.

Upon cancellation, if the school gave you any materials, you must return the materials within 30 days of the date you signed a cancellation notice, if requested. If you do not return the materials within this 30 day period, the school may keep an amount out of what you paid that equals the cost of the materials. The total amount charged for each item of materials shall be separately stated. The amount charged for each item

of materials shall not exceed the materials' fair market value. The institution shall have the burden of proof to establish the materials' fair market value. The school is required to refund any amount over that as provided above, and you may keep the materials.

Financing Your MBA

Wharton encourages you to discuss your financial options with Wharton Financial Aid to select the financial resources that best fit your needs. Understand that most students rely on multiple funding sources; financing options typically include personal resources, educational loans, external scholarships and sponsorships. If a student obtains a loan to pay for an educational program, the student will have to repay the full amount of the loan plus interest, less the amount of any refund, and that, if the student receives federal student financial aid funds, the student is entitled to a refund of the moneys not paid from federal financial aid funds.

As an MBA is a long-term investment, most students rely on loans to cover some or all of their education or living costs. Students typically borrow from one or several loan programs, and you have the right to select the educational loan provider of your choice.

Wharton does not endorse any specific lender nor receive compensation from any lender, and we encourage students to compare the fees and terms of all student loan products to determine which ones are best suited to their individual needs. Information on loan programs and links to loan applications are available on the Student Financial Services website. For more information about policies and practices, including required disclosures, regarding any form of financial aid, please visit Student Financial Services <http://www.sfs.upenn.edu/>. For information about Graduate/Professional School Financial Aid Recipients from the University of Pennsylvania, please visit: <http://www.sfs.upenn.edu/publications/2016-17/INFO-FM-Schools-2016-2017.pdf>

Loans

U.S. CITIZEN/PERMANENT RESIDENT STUDENTS

Listed below are the current loan offerings for U.S. citizens and U.S. permanent residents.

Federal Direct and Direct Grad PLUS Loans

Federal student loans available to graduate/professional students are all unsubsidized loans. Direct Unsubsidized loans will accrue interest while you are in school.

Federal Direct and Direct GRAD PLUS Loans offer fixed interest rates, low fees, favorable repayment benefits, ease of application and electronic disbursement of funds directly to your student account. Both loan programs require the completion of the Federal Application for Federal Student Aid (FAFSA).

Private Alternative Loans

A number of private lenders and other financial institutions offer education loans to students. These loans are referred to as private alternative loans.

Private alternative loans are not subsidized, and generally have tiered and fixed interest rates and fees, both based on your credit score. In addition, cosigners may be required. Unlike Federal Direct and Grad PLUS loans, private loans do not have an income-based cap on monthly repayments. Therefore, Penn encourages U.S. citizens and permanent residents to first consider the Federal Direct and Direct Grad

PLUS loan programs when they need to borrow. Review a comparison of Grad PLUS and private alternative loans on the Student Financial Services website.

INTERNATIONAL STUDENTS

If you are an International student who is neither a dual U.S. citizen nor a U.S. permanent resident, we encourage you to investigate all sources of funding within your home country, including government and private scholarships and loans.

Wharton is pleased to announce a new partnership with Quorum Federal Credit Union that will provide a non-cosigned loan product for incoming international students. This loan program does not require a U.S. cosigner, and specific information on this program will be made available after students are admitted. Some U.S. banks will also permit international students to borrow through them provided the student has a creditworthy U.S. citizen cosigner.

Note 1: International students planning to borrow through the International Loan Program with Quorum Federal Credit Union will be limited to borrowing up to 80% of the MBA Student Budget for the first and second year of the program.

Note 2 (OFAC Sanctions): In accordance with mandatory federal regulatory guidelines, students from the United States Treasury Department's Office of Foreign Assets (OFAC) sanctioned countries are not eligible for the private education line of credit through Quorum Federal Credit Union. If you are an applicant from these countries, please complete a thorough search of funding opportunities to help you with the cost of attendance at Wharton.

International Student and Scholar Services Upholding the University of Pennsylvania's commitment to shape the next generation of global leaders is core to the mission of the International Student and Scholar Services (ISSS) at <http://global.upenn.edu/issv>. ISSS oversees services for the University's students, faculty and professional staff, including expert advice on US visa processing and immigration. It provides guidance to departments and student groups regarding cross-cultural and intercultural issues through workshops and educational programs and initiatives. ISSS also coordinates and spearheads the International Student Advisory Board (ISAB), International Partners Outreach Group (IPOG), the International Student Table for Advocacy and Relations (ISTAR), and the Intercultural Leadership Program (ILP). ISSS' general number is 215 .898-4661. ISSS is located at 3701 Chestnut Street, Suite 1W. ISSS also helps students who need to change their visa status or handle immigration issues.

Instructional Schedule

- A. Classes occur within the following formats based on the Program Calendar:
 - a. 2-Day Session: Fridays and Saturdays
 - b. 3-Day Session: Thursdays, Fridays, and Saturdays
 - c. Extended sessions such as Orientation in May of the first year and the Global Business Week in September of the second year

- B. Class periods meet on the following schedules:
 - a. First day of session:

- i. Morning class: 9:30 a.m. - 12:30 p.m.
- ii. Lunch: 12:30 p.m. - 2:00 p.m.
- iii. Afternoon class: 2:00 p.m. - 5:00 p.m.
- iv. Evening class: 5:15 p.m. - 7:15 p.m.

b. Other days of session:

- i. Early morning class: 7:30 a.m. - 9:00 a.m.
- ii. Morning class: 9:00 a.m. - 12:00 p.m.
- iii. Lunch: 12:00 p.m. - 1:00 p.m.
- iv. Afternoon class: 1:00 p.m. - 4:00 p.m.
- v. Evening class: 4:15 p.m. - 6:15 p.m.

C. University Policy on Secular and Religious Holidays

See the following link for more information: <http://www.upenn.edu/chaplain/worship/holidays/>

University Policies and Resources

It is critical to remember that students of the Wharton School are part of the larger University of Pennsylvania community. As a community of scholars, the University depends upon mutual trust among its members, their fundamental respect for the rights, dignity, and the worth of others, their support for basic principles of free and open expression, and their abiding commitment to the highest levels of quality and integrity of academic work. These University expectations are embodied in the Non-Discrimination Statement, the Statement on General Conduct, the Racial and Sexual Harassment Policies, the Guidelines on Open Expression, and the Code of Academic Integrity. In addition to these documents, the University has issued other policies, guidelines, and procedures to make explicit the expectations of the students, faculty, administrators, teaching assistants, advisors, coaches, and support staff in dealing with one another. These documents are available through the University Penn.Book at <www.vpul.upenn.edu/osl/pennbook.html>. These published statements outline basic expectations for behavior on campus and thus pertain to students of the Wharton School. Additional regulations, requirements and procedures of the Wharton School are spelled out in this publication as well as in periodic academic bulletins.

POLICIES

Non-Discrimination Statement

The University of Pennsylvania values diversity and seeks talented students, faculty and staff from diverse backgrounds. The University of Pennsylvania does not discriminate on the basis of race, color, sex, sexual orientation, gender identity, religion, creed, national or ethnic origin, citizenship status, age, disability, veteran status or any other legally protected class status in the administration of its admissions, financial aid, educational or athletic programs, or other University-administered programs or in its employment practices. Questions or complaints regarding this policy should be directed to the Executive Director of the Office of Affirmative Action and Equal Opportunity Programs, Sansom Place East, 3600 Chestnut Street, Suite 228, Philadelphia, PA 19104-6106; or (215) 898-6993 (Voice) or (215) 898-7803 (TDD).

Trustees Resolution Adopting a Diversity Statement

RESOLVED, that the Trustees of the University of Pennsylvania adopt in principal and practice the following statement on diversity: Penn rejoices in the rich diversity of persons, groups, views, and academic disciplines and programs that grace the campus of the nation's first university. Tapping our diversity to strengthen ties across all boundaries enriches the intellectual climate and creates a more vibrant community. Fostering and nourishing this diversity, especially among students, faculty, staff, and trustees must remain central to the core missions of the University.

Office of Affirmative Action

The mission of the Office of Affirmative Action and Equal Opportunity Programs is to provide central leadership and support for the University's efforts to achieve an educational and work environment that is diverse in race, ethnicity, color, sex, sexual orientation, gender identity, religion, creed, national or ethnic origin, citizenship status, age, disability, veteran status or any other legally protected class status as well people of all interests, abilities and perspectives. The office will ensure the implementation of equal opportunity, affirmative action, and nondiscrimination policies through education, training and active partnership with others from the campus and the broader Philadelphia communities. The Office is at 228 Sansom Place East, 3600 Chestnut Street, Philadelphia, PA 19104-6106. The telephone numbers are (215) 898-6993 (voice) and (215) 898-7803 (TDD). The website is <www.upenn.edu/affirm-action>.

Title IX

As an equal opportunity educational institution and employer, the University of Pennsylvania is committed to providing learning, living and working environments that are free from discrimination on the basis of sex for students, faculty, staff, and campus visitors. Penn's Equal Opportunity and Affirmative Action, Sexual Harassment and Sexual Violence, Relationship Violence and Stalking Policy, with additional guidance for students, faculty and staff, policies are among those that support the University's commitment to inclusive excellence, as part of the Office of Affirmative Action & Equal Opportunity Programs (see above for contact information).

Grievance Procedures

Student Grievances: Federal law requires the University to designate an employee to coordinate its compliance, including the investigation of complaints with Title VI of the Civil Rights Act of 1964, Title IX of the Education amendments of 1972, and the Rehabilitation Act of 1973. In addition, the University is required to have procedures for the resolution of student and employee grievances alleging violations of these laws. Any student in the University who feels that he or she has been discriminated against by an individual or office acting for the University or that the University is not complying with the requirements of Title VI, Title IX, or the Rehabilitation Act, has a right to register a complaint and seek redress of his or her grievance. The student may take his/her complaint to the Office of Affirmative Action & Equal Opportunity Programs. The University outlines procedures for submitting grievances. See the Complaint Resolution website at: <www.upenn.edu/affirm-action/resolcomplaint.html>.

- Academic Grievances: Schools and academic departments within the University have established procedures for the resolution of student grievances concerning academic matters. Students should contact the Dean's Office of the particular school for a copy of the appropriate procedures and for guidance regarding the grievance process. A student who wishes to register a grievance regarding the evaluation of his/her academic work should follow the academic grievance procedure applicable in the school or department in which the academic work was performed.
- Administrative and Employment Grievances: Students with administrative grievances should contact the Office of the Vice Provost for University Life, 3611 Locust Walk, Tel: (215)898-6081. Students with a

grievance related to employment should consult the Deputy Provost or the Office of Human Resources, 3401 Walnut Street, Tel: (215)898-6093.

- Office of the Ombudsman: Members of the Penn community may consult the Office of the Ombuds with concerns or problems ranging from academic disputes and issues of campus life to those that are interpersonal or work-related. Anyone wishing to use the service should request an appointment by phone (215 .898 .8261) or through the Office's website, <www .upenn.edu/ombudsman/>. The University Ombuds is Dr. Thadious Davis and the Associate Ombudsman is Marcia Martínez-Helfman. The office is located in 113 Duhring Wing, an annex to the Fine Arts Library. In order to protect confidentiality, the Office of the Ombuds conducts its business in person and over the telephone but not by email.

- Office of the Vice Provost for University Life: The Division of the Vice Provost for University Life (VPUL) is the foremost provider of student support services to the Penn community. VPUL's mission supports the four tenets of the Penn Compact: increased access; integrative knowledge; and local and global engagement through the following core services: access, achievement and equity programs; campus resource centers; civic engagement initiatives; facility and administrative services; health and wellness programs; and student activities and VPUL facility and administrative services that reach all 23,000 Penn undergraduate, graduate, and professional students as well as thousands of faculty, staff, alumni, and community members. The Office of the Vice Provost for University Life is located at 3611 Locust Walk. The telephone number is (215) 898-6081, and the website is <www.vpul.upenn.edu>.

D. Detailed Instructional Schedule Per Course/Program

Note: For detailed elective course descriptions and information, see pp. 20 - 82 of the Resource Guide.

	Course Number	Semester Hours	Wharton Credit Units
Summer 2016			
Fundamentals of Financial and Managerial Accounting	ACCT 613	36	1.0
Microeconomics for Managers	MGEC 611/612	36	1.0
Managing the Enterprise	MGMT 613	36	1.0
Fall 2016			
Macroeconomics and the Global Economic Environment	FNCE 613	36	1.0
Regression Analysis for Business	STAT 613	36	1.0
Foundations of Teamwork and Leadership	MGMT 610	18	0.5
Managing the Productive Core: Business Analytics**	OIDD 612	18	0.5
Marketing Management	MKTG 611	18	0.5
Spring 2017			
Corporate Finance***	FNCE 614/611	18/36	0.5/1.0
Marketing Strategy	MKTG 613	18	0.5
Managing the Productive Core: Quality & Productivity	OIDD 611	18	0.5
Managing the Productive Core of the Firm: Operations Strategy**	OIDD 615	18	0.5
Management Communication	WHCP 614	9	0.25
Management Communication: Advanced Persuasion	WHCP 619	9	0.25
Summer 2017			
Responsibility in Global Management	LGST 611	18	0.5
Elective		18	0.5
Elective		18	0.5
Elective		36	1.0

Elective	36	1.0
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Fall 2017

Elective	36	1.0
Elective	36	1.0
Elective	36	1.0
Global Business Week	18	0.5

Spring 2018

Elective	36	1.0
Elective	36	1.0
Elective	36	1.0
Elective	18	0.5

Total semester hours **720-738**

Credit units required for graduation **19.0**
(36 hours = 1 credit unit)

Students may take up to 22.0 credit units without incurring additional tuition charges.

Total California semester units equivalent **45.6-52.8**
(15 hours = 1 semester unit)

** You may opt to take both of these OPIM courses, but you MUST take one or the other.

*** You may take FNCE 614 (0.5cu) or FNCE 611 (1.0). You may not major in FNCE if you take FNCE 614.

CORE COURSE DESCRIPTIONS

ACCT 613 (1.0 cu)

Fundamentals of Financial and Managerial Accounting

This course provides an introduction to both financial and managerial accounting, and emphasizes the analysis and evaluation of accounting information as part of the managerial processes of planning, decision-making, and control. A large aspect of the course covers the fundamentals of financial accounting. The objective is to provide a basic overview of financial accounting, including basic accounting concepts and principles, as well as the structure of the income statement, balance sheet, and statement of cash flows. The course also introduces elements of managerial accounting and emphasizes the development and use of accounting information for internal decisions. Topics include cost behavior and analysis, product and service costing, and relevant costs for internal decision-making. This course is recommended for students who will be using accounting information for managing manufacturing and service operations, controlling costs, and making strategic decisions, as well as those going into general consulting or thinking of starting their own businesses. (Summer 2016)

FNCE 611 (1.0 cu) * Flexible Core

Corporate Finance

This course serves as an introduction to business finance (corporate financial management and investments) for both non-majors and majors preparing for upper-level course work. The primary objective is to provide a framework, concepts, and tools for analyzing financial decisions based on fundamental principles of modern financial theory. The approach is rigorous and analytical. Topics covered include discounted cash flow techniques, corporate capital budgeting and valuation, investment decisions under uncertainty, capital asset pricing, options, and market efficiency. The course will also analyze corporate financial policy, including capital structure, cost of capital, dividend policy, and related issues. Additional topics will differ, according to individual instructors.

Prerequisites: ACCT 611, MGEC 611/612 and STAT 613 prerequisite or concurrent. (Spring 2017)

FNCE 613 (1.0 cu)**Macroeconomics and the Global Economic Environment**

The purpose of FNCE 613 is to train students to think systematically about the current state of the economy and macroeconomic policy, and to be able to evaluate the economic environment within which business and financial decisions are made. The course emphasizes the use of economic theory to understand the workings of financial markets and the operation and impact of government policies. Specifically, the course studies the determinants of the level of national income, employment, investment, interest rates, the supply of money, inflation, exchange rates, and the formulation and operation of stabilization policies.

Prerequisites: Introductory knowledge of economics is strongly recommended, either through a college-level economics course or private reading. The course materials, while starting at a basic level, rapidly progress so that the bulk of the analysis is conducted at an intermediate to advanced level; the range of topics covered is also quite extensive. Suggested texts for private study: (1) Parkin, *Economics*, Addison Wesley, (2) Samuelson and Nordhaus, *Economics*, McGraw-Hill, (3) Mankiw, *Principles of Macroeconomics*, Dryden. You should emphasize the macroeconomic parts of these books, but the rudimentary parts of microeconomic concepts of supply and demand, price determination, and market clearing, etc. should also be covered. (Fall 2016)

FNCE 614 (0.5 cu) * Flexible Core**Corporate Finance**

This course serves as an introduction to corporate investments for non-majors. The primary objective is to provide a framework, concepts, and tools for analyzing financial decisions based on fundamental principles of modern financial theory. The approach is rigorous and analytical. Topics covered include discounted cash flow techniques, corporate capital budgeting and valuation, investment decisions under uncertainty, and capital asset pricing. This course will not cover the following topics included in FNCE 611, the full semester Corporate Finance course: market efficiency, corporate financial policy (including capital structure, cost of capital, dividend policy, and related issues), and options.

Prerequisites: ACCT 611 or ACCT 612, MGEC 611/612 and STAT 613 prerequisite or concurrent (Spring 2017)

LGST 611 (0.5 cu)**Responsibility in Global Management**

This course uses the global business context to introduce students to important legal and ethical challenges they will face as business leaders, with a particular focus on large, publicly traded, multinational corporations. Cases and materials will address how business leaders, constrained by law and motivated to act responsibly in a global context, should analyze relevant variables to make wise decisions. Topics will include an introduction to the basic theoretical frameworks used in the analysis of ethical issues, such as right-based, consequentialist-based, and virtue-based reasoning, and conflicting interpretations of corporate responsibility. The course will include materials that introduce students to basic legal (common law vs. civil law) and normative (human rights) regimes at work in the global economy as well as sensitize them to the role of local cultural traditions in global business activity.

Topics may also include such issues as comparative forms of corporate governance, bribery and corruption in global markets, human rights issues, diverse legal compliance systems, corporate responses to global poverty, global environmental responsibilities, and challenges arising when companies face conflicting ethical demands between home and local, host country mores. The pedagogy emphasizes globalized cases, exercises, and theoretical materials from the fields of legal studies, business ethics and social responsibility. (Summer 2017)

MGEC 611 (0.5 cu)**Microeconomics for Managers: Foundations**

This course establishes the micro-economic foundations for understanding business decision-making. The course will cover consumer theory and market demand under full information, production theory and economic (and opportunity) cost, pricing strategies in competitive and monopoly markets, sophisticated pricing strategies with segmented markets using price discrimination and bundling, sophisticated pricing strategies of a single consumer using two-part tariffs, and decision-making under uncertainty. This course is immediately followed by Microeconomics for Managers: Advanced Applications (MGEC 612). (Summer 2016)

MGEC 612 (0.5 cu)

Microeconomics for Managers: Advanced Applications

This course will cover the economic foundations of business strategy and decision-making in market environments with less than full information. Topics include game theoretic approach to market strategies with application to market creation and protection, auction theory and application, strategies for managing risk including the value of information, moral hazard and principle-agent theory with application to incentive contracts, asymmetric information and signaling strategies, public goods and externalities within and between firms, and the management of interdependencies through cooperative behavior or politics. (Summer 2016)

MGMT 610 (0.5 cu)

Foundations of Teamwork and Leadership

At every level of an organization, teamwork and leadership are required for organizational success. Teamwork and leadership have always been critical to society, but they have acquired new significance in recent years during this era of heightened uncertainty, restructuring, and change. The tenor of leadership has changed as well. Many organizations are flattening their hierarchies and building work teams, with “command and control” leadership giving way to facilitation and empowerment. This course focuses on developing your knowledge and skill set for teamwork and leadership. (Fall 2016)

MKTG 611 (0.5 cu)

Marketing Management

This course addresses how to design and implement the best combination of marketing efforts to carry out a firm’s strategy in its target markets. Specifically, this course seeks to develop the student’s (1) understanding of how the firm can benefit by creating and delivering value to its customers, and stakeholders, and (2) skills in applying the analytical concepts and tools of marketing to such decisions as segmentation and targeting, branding, pricing, distribution, and promotion. (Fall 2016)

MKTG 613 (0.5 cu)

Marketing Management: Strategy

In common with Marketing 611, the primary objective of this course is to introduce you to the concepts and theories underlying marketing decision making. MKTG 613 builds upon MKTG 611 with a stronger emphasis on the strategic considerations that drive and integrate the mix. Principal topics include resource allocation, market entry/exit decisions, and competitive analysis. In addition to a mix of cases and lectures, the course relies on a comprehensive computer simulation game that helps highlight these issues and provides the class with a rich set of realistic examples for discussion and analysis. This game allows students to appreciate the real power and value of marketing concepts, develop a disciplined approach to the analysis of marketing situations, and to further enhance their abilities to communicate and interact with peers in solving problems. (Spring 2017)

MGMT 613 (1.0 cu)

Managing the Enterprise

A general manager needs to understand the internal workings of a firm, how to assess and create a strategy, and how to take into account increasing globalization. While these issues are distinct, they are very much intertwined. The first part of the course will deal with fundamental issues of strategy, examining issues central to the long- and short-term competitive position of an enterprise.

The second part of the course stresses the fact that organizational life is built around a complex interplay of social forces. The third part of the course, stresses the deep and persistent cross-national differences in economic, political and social institutions that affect the strategy, social structure, performance and value of organizations. (Summer 2016)

OIDD 611 (0.5 cu)

Managing the Productive Core of the Firm: Quality and Productivity

Matching supply with demand is an enormous challenge for firms: excess supply is too costly, inadequate supply irritates customers. In the course, we will explore how firms can better organize their operations so that they more effectively align their supply with the demand for their products and services. Throughout the course, we illustrate mathematical analysis applied to real operational challenges—we seek rigor and relevance. Our aim is to provide both tactical knowledge and high-level insights needed by general managers and management consultants. We will demonstrate that companies can use (and have used) the principles from this course to significantly enhance their competitiveness. (Spring 2017)

OIDD 612 (0.5 cu) * Flexible Core

Managing the Productive Core: Business Analytics

This is a course on business analytics tools and their application to management problems. Its main topics are optimization, decision making under uncertainty, and simulation. The emphasis is on business analytics tools that are widely used in diverse industries and functional areas, including operations, finance, accounting, and marketing. The course has a twofold purpose. First, it seeks to introduce you to simple business analytics models and ideas that provide powerful (and often surprising) qualitative insights about a large spectrum of managerial problems. Second, it aims to give you a feeling for the kinds of problems that can be tackled quantitatively, the methods and software available for doing so, and the difficulties involved in gathering the relevant data. Our ultimate ambition is to have an impact on the way you think about the surrounding world—even if you do not explicitly use any business analytics tools in the future! (Fall 2016)

OIDD 615 (0.5 cu) * Flexible Core

Managing the Productive Core of the Firm: Operations Strategy

Matching supply with demand is a primary challenge for a firm: excess supply is too costly, inadequate supply irritates customers. Matching supply to demand is easiest when a firm has a flexible supply process, but flexibility is generally expensive. In this course we will 1) learn how to assess the appropriate level of supply flexibility for a given industry and 2) explore strategies for economically increasing a firm's supply flexibility. While tactical models and decisions are part of this course, the emphasis is on the qualitative insights needed by general managers or management consultants. We will demonstrate that companies can use (and have used) the principles from this course to significantly enhance their competitiveness. (Spring 2017)

STAT 613 (1.0 cu)

Regression Analysis for Business

This course provides the fundamental methods of statistical analysis, the art and science of extracting information from data. The course will begin with a focus on the basic elements of exploratory data analysis,

probability theory and statistic inference. With this as a foundation, it will proceed to explore the use of the key statistical methodology known as regression analysis for solving business problems, such as the prediction of future sales and the response of the market to price changes. The use of regression diagnostics and various graphical displays supplement the basic numerical summaries and provide insight into the validity of the models. Specific important topics covered include least squares estimation, residuals and outliers, tests and confidence intervals, correlation and autocorrelation, collinearity, and randomization. The presentation relies upon computer software for most of the needed calculations, and the resulting style focuses on construction of models, interpretation of results, and critical evaluation of assumptions. (Fall 2016)

WHCP 614 (0.25 cu)

Management Communication

WHCP 614 is designed to prepare business leaders for the communication challenges of the workplace. In this seminar-style course, students will learn the essentials of persuasion, gain confidence in public speaking, and receive individualized feedback from instructors and peers. The course enables students to develop and demonstrate effective, business-oriented communication skills, regardless of their skill level when they start the course. (Spring 2017)

WHCP 619 (0.25 cu) * Flexible Core

Management Communication: Advanced Persuasion

This course builds on the skills developed in WHCP614 Management Communication with a focus on the tools and techniques of advanced persuasion for business leaders. This courses follows the seminar-style of the first Management Communication course, and allows students choice of content and speaking topics. (Spring 2017)

International and Study Abroad Courses

A. Global Consulting Practicum

The Global Consulting Practicum (MKTG 890, 1.5 cu) is a consulting organization embedded in Wharton. It is designed to bridge the academic curriculum and international business worlds as teams execute marketing and strategy engagements for fee-paying clients. Each team is comprised of five Wharton MBA students and five students from other leading international business schools in in Africa, Australia, Chile, China, Colombia, India, Israel, Peru, Spain, Taiwan and the United Arab Emirates . GCP offers a cross-functional learning experience in Quarters 2, 3, and 4 to first year students or can serve as a capstone course for second year students. GCP is open to full-time MBA students and Executive MBA students alike.

The teams are supported by faculty and teaching assistants from management consulting and broader industries. The teams also tap into Wharton alumni and GCP friends at major consulting firms and brand-leading companies. Together, they consult for senior managers of international companies who want to enter or improve their position in the North American market. Throughout the course, students research, analyze and develop detailed strategic and tactical plans to meet their clients' goals. Each student travels to their client's home country, at no cost to the student, for one week over Winter Break to work with the client and partner team. Students collaborate with senior managers to determine the scope of the work to be done. GCP does not use Course Match for registration; students apply to get into the course. To learn more visit: www.whartongcp.org.

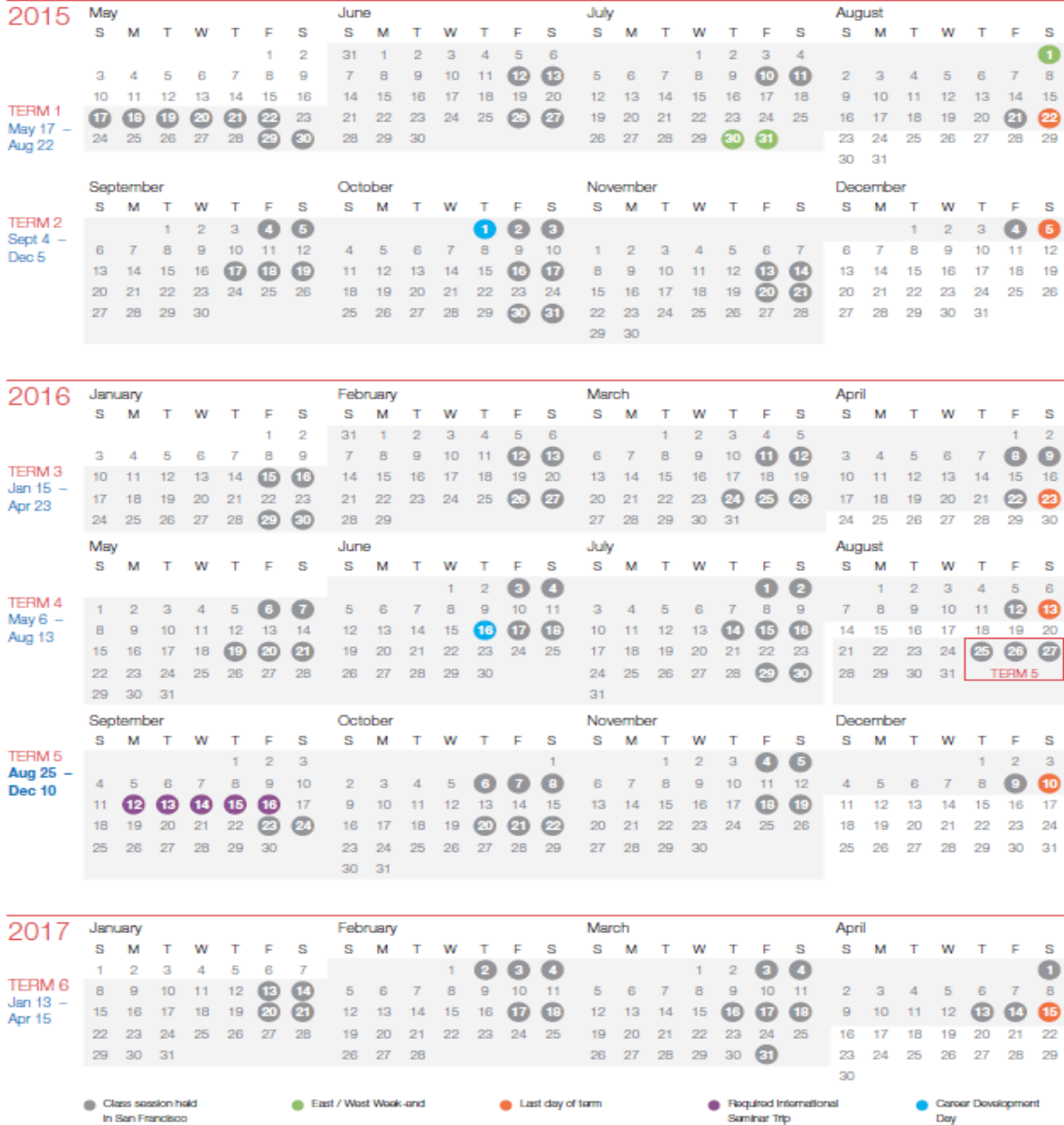
B. Global Modular Courses

Global Modular Courses are intensive courses offered at a location around the world deemed relevant to the topic of the course. Students learn about the subject in a global context involving classmates, faculty and business experts from that region. Examples of GMCs from last year include “Conflict, Leadership and Change: Lessons from Rwanda,” “Marketing to the Indian Consumer,” and “Managing in Emerging Economies: Energy & Infrastructure in Brazil.” These courses are offered during the winter and spring break and after classes end in May.

C. Global Business Week

Global Business Week is a set of intensive courses offered at a location around the world deemed relevant to the topic of the course. Students are required to select one course from a set of pre-determined options. Students learn about the subject in a global context involving classmates, faculty and business experts from that region. Examples of GBWs for the Class of 2018 include South Africa: Gateway to Africa, Spain: The Leisure Industries, Challenges and Opportunities in Asia: Contrasting Singapore and Vietnam, Innovation in China, and Cuba before and after normalization of US relations.

D. Scheduled Class Sessions per the Academic Calendar



GRADUATION – MAY 6, 2017

Note that all dates are subject to change.

Last updated 03.2016

The University of Pennsylvania, Wharton MBA for Executives follows the AACRAO's (American Association of Collegiate Registrars and Admissions Officers) guidelines regarding the retention and disposal of student records. Information pertaining to the retention and disposal of student records can be found on the University's website: <http://www.archives.upenn.edu/urc/recrdret/studtacad.html>

The University of Pennsylvania, Wharton MBA for Executives guidelines regarding the retention and disposal of student records are as follows:

Admissions records	10 years
Grade records	permanent
Other academic records	5 years
Career planning and placement	4 years
Class schedules	transfer to UARC after 2 years; permanent
College catalogue	transfer to UARC after 2 years; permanent
Degree audit records	5 years after date of last attendance
Disciplinary action records	5 years after graduation or date of last incident
Enrollment statistics	transfer to UARC after 2 years; permanent
Financial aids records	5 years after annual audit has been accepted
Foreign student forms (I-20)	5 years after graduation or date of last attendance
Student academic files (departmental)	5 years
Transcript requests	1 year
Tuition fees and schedules	transfer to UARC after 2 years; permanent

More detailed information pertaining to the retention and disposal of student records can be found on the University's website: <http://www.archives.upenn.edu/urc/recrdret/studtacad.html>