

GRADUATE PROGRAMS FOR THOSE WHO MEAN BUSINESS.

School of Business and Management

- › Master of Business Administration (MBA)
- › Master of Science in Management (MSM)

A different school of thought.™



KAPLAN
UNIVERSITY



IT'S TIME TO MASTER THE BUSINESS WORLD.



Whether you choose to enroll in our core MBA degree, add one of seven specializations, or choose the MSM program, all Kaplan University School of Business and Management programs are designed to help you:

- **Apply** knowledge related to fundamental business processes and make effective business decisions
- **Introduce** a product or service to market
- **Demonstrate** the leadership necessary to accomplish business goals
- **Integrate** business knowledge to take well-reasoned action in diverse situations
- **Maximize** organizational performance
- **Innovate** to address business issues and opportunities in dynamic environments
- **Evaluate** the ethical and social implications of business decisions in a global context

Kaplan University's online Master of Business Administration program is a twenty-first century program designed to offer the right balance of theory and practice to help prepare you for advancement in competitive business environments.*

*Kaplan University's programs are designed to prepare graduates to pursue employment in their field of study, or in related fields. However, the University does not guarantee that graduates will be placed in any particular job, eligible for job advancement opportunities, or employed at all.

ABOUT DR. THOMAS BOYD

After leaving his job as a product manager at Motorola, Inc., Dr. Thomas Boyd received his PhD from the University of North Carolina at Chapel Hill and taught courses in consumer behavior, business-to-business marketing strategy, and sports marketing. In recent years, he has focused much of his research on pedagogy, where he examines ways to make the student team project experience more productive. Dr. Boyd recently completed a project that examined the sponsor relationships of NASCAR and how the organization delivers unique value to sponsors. He has won numerous teaching, research, and service awards, including the 2010 Faculty of the Year award from the Mihaylo College of Business and Economics (CBE) where he was a professor of marketing, the associate dean for academic programs, and a member of the board of governors of the University Foundation.



LETTER FROM THE DEAN

Dear Prospective Students:

Thank you for considering the Kaplan University School of Business and Management for your graduate degree. We are focused on providing you with a degree that is designed to maximize your talent, while preparing you for career advancement and personal growth.

Our programs are designed to build your educational experience through a portfolio of practical, resume-building projects that can be applied immediately to help you achieve your career goals. You will apply your knowledge in courses that cover risk, sustainable development, the global environment, systems thinking, and innovation—all can be key to pursuing a successful career.

From your first class, you will have the ability to connect with faculty and students from across the globe through our online environment. Participation in clubs and organizations could help you build upon your classroom experiences. In addition, you will be taught skills that can be applied to today's wired society.

I am extremely proud of our business and management programs. I believe there has never been a better time to earn your master's degree at Kaplan University. We value your success as much as you do.

I hope you will join us.

A handwritten signature in black ink that reads "Thomas C. Boyd". The signature is written in a cursive, flowing style.

Thomas Boyd, PhD
Dean, Kaplan University School of Business and Management

OUR GOAL IS TO HELP YOU ACHIEVE YOUR GOAL.

HERE'S HOW A DIFFERENT SCHOOL OF THOUGHTSM MAKES ALL THE DIFFERENCE.

Our Master of Business Administration (MBA) and Master of Science in Management (MSM) programs are results oriented. Our challenging curriculum encourages you to identify real-life professional challenges. Together we build case studies and projects, hypothesize and test solutions, and measure results. From the beginning, you prepare to advance your career by building a resume of projects and applying new skills to your work life.



For those who demand career advancement and personal growth, the Kaplan University MBA and MSM are designed to build your educational experience through a portfolio of practical, resume-building projects. We value your success as much as you do.

Additionally, our MBA and MSM programs will help you pursue leadership positions in competitive business environments.* Resume-building projects are designed to satisfy your intellectual curiosity and help you build the knowledge and abilities to make sound business and management decisions. Beyond these practical skills, the programs are designed to foster thought leadership, innovation, and corporate social responsibility in a global context. Through the inclusion of current news events, instructors ensure that the curriculum stays topical, vibrant, and relevant.

Our educational services can put your academic goals within reach. We are committed to the adult learner who strives for a better tomorrow while keeping commitments to work and family today.

Our staff offers support. Great technology is not a substitute for great people. Our trained admissions, financial aid, and career advisors are in your corner. And we tailor the admissions process to suit your needs. Kaplan University does not require you to take standard GMAT or GRE tests before enrolling.

*Kaplan University's programs are designed to prepare graduates to pursue employment in their field of study, or in related fields. However, the University does not guarantee that graduates will be placed in any particular job, eligible for job advancement opportunities, or employed at all. Prior experience may be necessary for leadership positions.



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After having attended colleges in both the bricks-and-mortar and online worlds, I found that not only did I get more from this [online learning] and develop closer bonds with many classmates than I did in the traditional schools...We were able to, and usually compelled to, work with others. This provided a very realistic experience closely related to the current, real corporate world.
”

— Terri Perkins, Kaplan University
MBA graduate, 2007

Terri Perkins graduated from Kaplan University with an MBA in October 2007. She is currently working as a director in the marketing department of a global video game development company based in Oslo, Norway.

Views and opinions stated herein are the individual's and not necessarily those of Kaplan University. Individual student experiences may vary.

A HIGHER STANDARD FOR HIGHER EDUCATION.



KAPLAN UNIVERSITY—A DIFFERENT SCHOOL OF THOUGHTSM.

Kaplan University was designed specifically as an online school and we're dedicated to providing you with virtually round-the-clock access to innovative higher education.

We are committed to helping you achieve success. We connect you to Career Specialists, Academic Advisors, your professors, other students, mentors, and the academic and business communities via user-friendly technology and a network of business, academic, and community alliances. In addition to your Kaplan University support team, you'll have access to a variety of tools like your own personalized desktop, filled with immediate resources.

Your personalized desktop connects you to a host of resources including helpful links, relevant articles, as well as a complete menu of technology tools. The skills to work productively and network in an online environment are crucial to the way business is conducted today. And, due to the fact that you'll earn your degree this way, you could be well prepared to be a highly productive member of the business world.

In my undergraduate studies, which included 5 years of traditional classroom study and 27 months in a 'continuing education' format with other working adults at night, I was never this involved in all of the work and my perception of the material never came close to achieving the level of relevance that I have experienced in every Kaplan University course so far.

— Wendell Ficklin, Kaplan University
MBA student

As a 30-year IT veteran, Wendell Ficklin has been a field engineering, product development, and technical writer for IBM, along with being a technical researcher for distance learning in Nigeria and the Philippines. He is a licensed commercial pilot and involved in Kaplan University's Ambassador and Peer Mentor programs. He is also a Golden Key International Honour Society member.

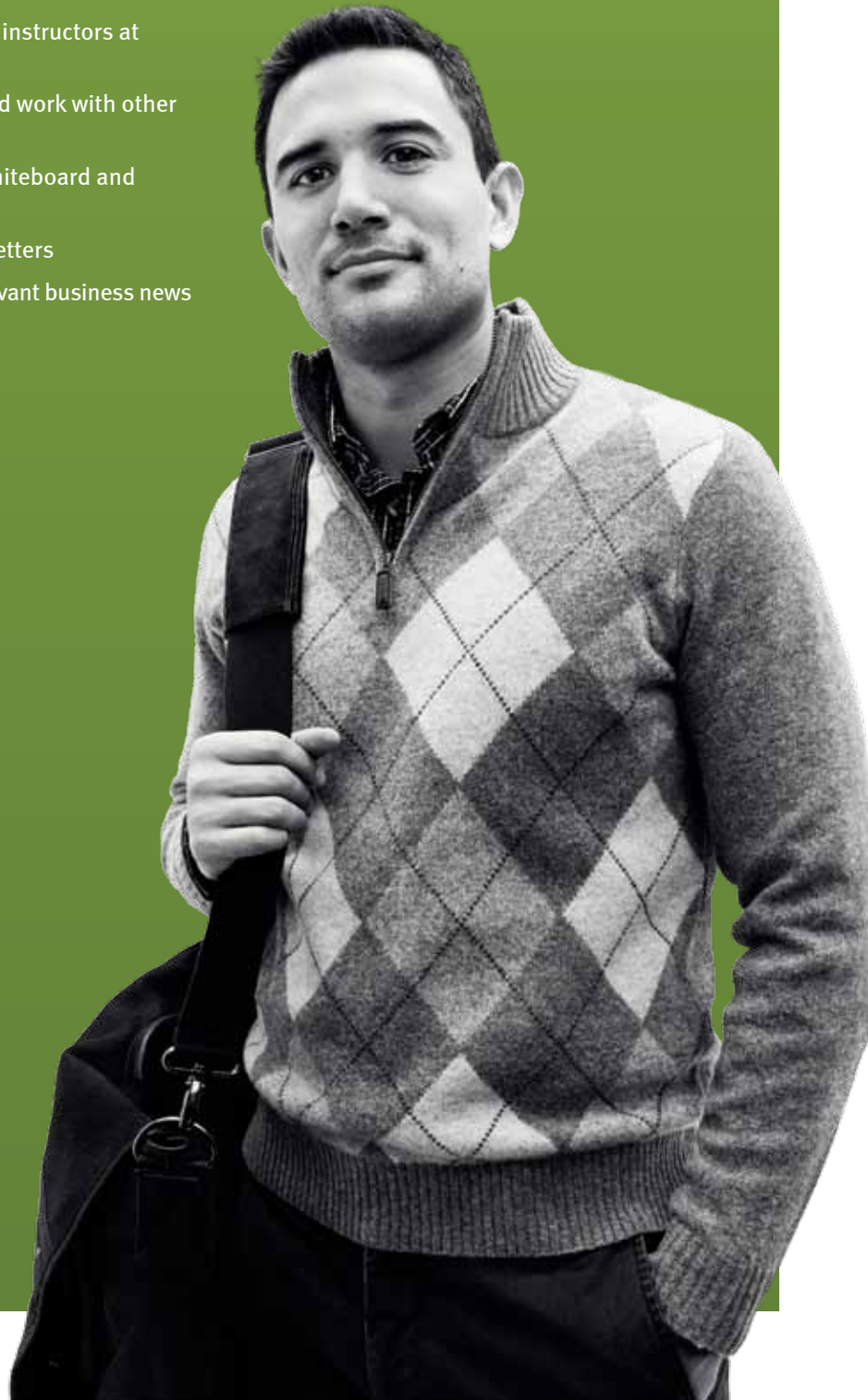
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OTHER WAYS WE HELP YOU MAXIMIZE YOUR TALENT

Within your personalized desktop is a portfolio for you to update with assignments, comments, questions, and notes that you can then share with professors. You'll also find a calendar to help you plan and meet your goals and a drop box for your assignments.

Other networking and connection tools include:

- Student and faculty directories
- A virtual office, where you can connect with instructors at designated hours
- The Student Lounge, where you can chat and work with other students on assignments
- "Class Live" functionality, complete with whiteboard and real-time chat capabilities
- A repository for current and archived newsletters
- A bulletin board of upcoming events and relevant business news



GET CONNECTED WITH PEOPLE WHO ARE CONNECTED.



THE STUDENT EXPERIENCE

Faculty and staff work together and strive to make the student experience at Kaplan University as meaningful as possible. If you have the time and desire to become involved, there are plenty of opportunities. In addition to regularly scheduled webinars with business leaders, you are encouraged to get involved in one of Kaplan University's many clubs and organizations.

Ambassadors and Leaders

The School of Business and Management's Ambassadors and Leaders organization provides our MBA and MSM students with leadership experiences and personal growth through peer mentoring and other service activities. Students with a 3.5 grade point average or higher are eligible to join Ambassadors and Leaders after supplying an essay to the sponsor.

Golden Key International Honour Society

Founded in 1977, this academic honor society recognizes and encourages scholastic achievement. Kaplan University is the first online university to be invited to partner with this prestigious group, the membership of which includes South African cleric and activist Reverend Desmond Tutu; Canada's first female astronaut, Roberta Bondar; and comedian Bill Cosby.

Net Impact

Net Impact is an international nonprofit organization with a mission to make a positive impact on society by growing and strengthening a community of new leaders. Net Impact offers a portfolio of programs to educate, equip, and inspire its more than 10,000 members to make a tangible difference in their universities, organizations, and communities. All Kaplan University School of Business and Management MBA and MSM students are encouraged to become members.

Our Career Resources team is here to help.

As a Kaplan University student, you will have access to a suite of career resources. A Career Specialist will guide you through the use of recruiting tools for occupational research, resume building, job search, interview skills, professional network building, and more.



“Kaplan University’s MBA program has far surpassed my expectations. I enrolled in the MBA program to increase the value that I offer to my employer at a time when organizations are laying off [employees]. Each course has allowed me immediate real-world practical tools and applications that I have utilized to enhance our product and services.”

— Sandy Ferguson, Kaplan University
MBA graduate, 2009

Sandy Ferguson graduated from Kaplan University in May 2009. She is an Outreach Coordinator at the Sutter Neuroscience Institute. Part public relations and communication, part marketing and outreach, part event planning, and all about relationships, she’s been serving in this position for more than 12 years and with Sutter Health off and on for 25 years.

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FIRST ENROLLMENT, THEN ACHIEVEMENT.

Start when you're ready and take the courses you need. Terms begin every 6 to 7 weeks, and you may begin the program shortly after completing the admissions process.

The MBA program begins with Business Communications and Business Perspectives. The MSM program also includes Business Communications and features Managers and Leaders as an introductory course. All of these courses are designed to help you develop the fundamentals needed before tackling more advanced coursework.*

For more detailed information, review the following sections, which feature faculty bios and course descriptions.

*All incoming students are required to take all introductory courses; however, Business Communications may be waived upon the successful completion of a challenge exam.



Visit us online at www.onlineMBAdegree.kaplan.edu or call **866.721.3976** (Toll Free) to speak with an Admissions Advisor today.

CHOOSE THE PROGRAM YOU'D LIKE TO MASTER.

The Kaplan University School of Business and Management's Master of Business Administration (MBA) and Master of Science in Management (MSM) online programs are structured to move you forward quickly while working with your busy schedule. Terms last 6 weeks and you could complete your degree in less than 2 years.

Our distinctive online curriculum encompasses the latest technology tools, such as webinars, podcasts, blogs, and chat rooms. A personalized desktop of vital resources such as libraries and links to relevant websites is also available.

OPTION 1

Focused MBA: this program is designed to help you build skills and knowledge, and prepare you to take on greater challenges. Each course is four quarter credit hours. Read the partial course descriptions below to learn more:

GB 500: Business Perspectives

Students will analyze the fundamental processes that comprise a business system, building a conceptual understanding of how businesses prosper.

GB 512: Business Communications

Focuses on effective communication strategies using oral and written formats for different purposes, including one-on-one communication and engagement with larger audiences.

GB 513: Business Analytics

Students will learn to adopt a quantitative approach to problem solving, while becoming familiar with the analytical context in which business decisions are made.

GB 518: Financial Accounting Principles and Analysis

Covers the basics of how accounting systems are used to assess economic events and produce financial statements for internal and external users.

GB 519: Measurement and Decision Making

Students will examine the role of accounting and operating information in directing the activities of organizations.

GB 520: Strategic Human Resource Management

Students will investigate ongoing operational human resource issues such as compensation, organizational development, benefits, recruitment, training, and leading employees to high performance.

GB 530: Marketing Management

This course provides an analysis and evaluation of the theories and practices for effectively managing the relationships between customers and providers of goods, services, and ideas.

GB 540: Economics for Global Decision Makers

This course covers micro- and macroeconomic principles with an emphasis on decision-making and strategic applications.

GB 550: Financial Management

This course provides an analysis and evaluation of the roles and functions of corporate financial managers as they relate to the effective managing of a business.

GB 560: Designing, Improving, and Implementing Processes

This course provides students with the skills and theories required to develop, improve, and manage business processes.



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GB 570: Managing the Value Chain

Students will investigate sourcing, negotiation, contracting, vendor management, logistics, inventory management, customer relationship management, and the use of decision support systems.

GB 580: Strategic Management

Students will create a strategic plan for a business by applying strategic management methods, including environmental scanning, competitive analysis, and organizational assessment.

GB 590: Corporate Social Responsibility

In this course students will examine the role of the corporation in relation to worldwide politics, economics, legislation, regulation, trade policies, and societal concerns such as social justice and ecological issues.

GB 600: Leadership Strategies for a Changing World

This course introduces students to the nature and purpose of leadership in organizations.

GB 601: MBA Capstone

Students choose one of three capstone experiences: develop a business plan for a new organization, take on a project in a local organization (for profit or not-for-profit), or conduct a detailed assessment of a proposed change in a public company. They will also plan their post-MBA professional development.

OPTION 2

MBA with specialization: you can add courses that offer more focused learning to the core MBA program. By taking four additional courses you can specialize in:

- Entrepreneurship
- Finance
- Health Care Management
- Human Resources
- Information Technology
- Marketing
- Project Management

OPTION 3

The Master of Science in Management program focuses on building specialized leadership skills in a particular discipline and is designed to prepare you to pursue a wide range of managerial and executive positions in virtually any industry.* Discover the effective management and organizational strategies and current concepts that impact today's global marketplace.

Unlike the Kaplan University MBA program, specialization areas are built into the MSM's core requirements. Choose from the following specializations:

1. **Health Care Management:** Examine the role of management in improving the quality and utilization of health care services. Graduates could pursue positions in medical practices, medical and surgical hospitals, home health care, outpatient centers, and more.
2. **Human Resources:** Analyze theories and practices as they relate to human and organizational development. Graduates could pursue a wide range of corporate career opportunities in public and private sectors around the world.
3. **Information Technology:** Study methods for finding innovative solutions to an ever-increasing array of business and IT challenges. Graduates could pursue IT leadership or management-level positions in service organizations or business, health care, military, government, or nonprofit settings.
4. **Leadership:** Examine various leadership approaches and methodologies that could prepare you to effectively lead individuals and teams in today's business environment. Graduates could pursue management opportunities in diverse corporate environments.
5. **Organizational Design and Development:** As companies and organizations grow, downsize, or relocate, managers are needed to spearhead change efforts. Graduates could pursue positions in a wide range of fields, including human resources, organizational development, and more.
6. **Project Management:** Graduates with the skills to increase a company's bottom line through effective project management may be valuable business resources.

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In addition to the general University admissions requirements, the graduate business programs require a current, professional resume that details employment history, including responsibilities and dates of employment.

A different school of thought.™



SCHOOL OF BUSINESS AND MANAGEMENT GRADUATE FACULTY

Many School of Business and Management faculty members hold PhDs as well as CPAs, PMPs, or SPHRPs depending on the discipline they teach. Many are also practicing professionals. In addition, they undergo rigorous training before they enter the classroom and regularly update their skills.

DR. STEVEN CATES

Dr. Cates has more than 30 years of human resources managerial experience. He has worked as an executive for Fortune 500 companies including Burlington Industries, Able Engineering, Kroehler Manufacturing Company, and Philip Morris. Prior to joining Kaplan University, Dr. Cates taught at Valdosta State University, Averett University, and Nova Southeastern University.

Dr. Cates received undergraduate degrees in business and economics from the University of North Carolina, a Master of Business Administration from Northern Illinois University, and a Doctor of Business Administration from Nova Southeastern University. Dr. Cates' research interests include employment discrimination, employment/labor law, and stereotyping and its effects on marketing relationships. He says Kaplan University's graduate program offers professors the opportunity to provide a real-time, customized learning experience. He finds that Kaplan University's graduate business students possess strong work experience, have a thirst for knowledge, and show a desire to experience concepts that truly work versus theoretical constructs.

DR. CATHERINE FLYNN

Dr. Catherine Flynn has been a Kaplan University professor since 2002 and brings a wealth of professional experience as an editor, journalist, manager, and director of distance learning. Her research interests include business and professional writing, and the ability of professionals to effectively communicate their ideas. She was attracted to Kaplan University because of the University's commitment to academic excellence and its delivery of distance learning to a broad spectrum of talented students nationwide.

Dr. Flynn notes that Kaplan University provides faculty and students with an opportunity to expand their education beyond the confines of the classroom, building knowledge in a student-centered environment. She describes Kaplan University students as highly motivated, focused, and committed to their education and careers. In addition to teaching at Kaplan University, Dr. Flynn has taught at Colorado School of Mines, the University of New Mexico, and Western State College of Colorado.

RITA GUNZELMAN

Rita Gunzelman brings many years of practical and academic experience to her position as a professor with Kaplan University. Academically, she continued her education following completion of her bachelor's degree from Kansas State University with MBA-related coursework at the University of Missouri at Kansas City, and at New York University. She completed her Master of Business Administration at Colorado Technical University, and is working on her dissertation to complete her Doctor of Management degree.



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Ms. Gunzelman's business experience spans three decades, and includes working in middle and senior management roles at Citibank, American Express, and Wells Fargo. She mentors small business start-ups and provides leadership and consulting support to executives. Her professional experience includes different facets of leadership, marketing, communications, business strategy, ethics, and organizational culture and behavior. She is excited to teach in the graduate program and enjoys receiving feedback from her students, thus confirming that their learning experience was successful.

DR. MITCH MILLER

Dr. Mitch Miller is an entrepreneur, educator, author, and practicing Certified Financial Planner® (CFP®). Previously, he was a corporate executive and senior manager for more than 20 years with global, integrated professional service firms such as KPMG LLP, Arthur Andersen LLP, and Lincoln Financial Advisors. Dr. Miller was recognized by his corporate sponsors on numerous occasions for leadership excellence, and received manager of the year awards for the ability to successfully manage, recruit, hire, train and develop people.

Dr. Miller earned his Bachelor of Arts in Economics from Brooklyn College, Master of Business Administration in corporate finance from Pace University's graduate school of business, and attended the College for Financial Planning, completing the CFP® Professional Education Program. His Doctor of Business Administration in finance was earned from the H. Wayne Huizenga School of Business and Entrepreneurship at Nova Southeastern University.

DR. ERNEST NORRIS

Dr. Ernest Norris brings to Kaplan University more than 20 years of professional experience at General Motors, focusing on leadership and organizational development, change management, and quality management systems. He has contributed extensively to publications in the industry and has published more than two dozen papers and conference proceedings. Dr. Norris appreciates that Kaplan University's graduate program offers students courses taught by professors who are subject matter experts and current in their disciplines.

He was drawn to Kaplan University's School of Business and Management because of the institution's emphasis on high-quality education designed to help enhance careers and improve quality of life for students. He notes that Kaplan University's students are focused on excelling in the classroom and intent on achieving professional objectives and goals.

JEFF TYLER

Jeff Tyler is a Project Management Professional® (PMP®) with more than 30 years of extensive experience in systems management and management of projects, programs, and products in the IT, telecom, U.S. Department of Defense, transportation, and space industries. Mr. Tyler has taught graduate and undergraduate classes in project management, systems management, and bioastronautics since 1993. He is one of the contributing authors to the current *Guide to the Project Management Body of Knowledge (PMBOK)* from the Project Management Institute (PMI).

Mr. Tyler's professional background aligns well with Kaplan University's commitment to providing graduate courses led by experienced, credentialed professionals. He appreciates that Kaplan University's courses do not rely solely on case studies or theoretical probabilities because they are led by professors who offer real-world experience and proven, on-the-ground methodologies that can be immediately instituted in the workplace.

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