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The Pamplin College, as a center of excellence, is an academic generator of high quality applied and theoretical research that translates into teaching superiority and practitioner applications for all of its audiences.

Richard E. Sorensen, Dean, Pamplin College of Business

Vision
The Pamplin College, as a center of excellence, is an academic generator of high quality applied and theoretical research that translates into teaching superiority and practitioner applications for all of its audiences.

Mission
The Pamplin College of Business will be recognized as Virginia's best undergraduate business school through outstanding teaching by full-time faculty who are also nationally recognized in theoretical and applied research, and through the placement of its graduates. The Pamplin College will be nationally known for its graduate programs that are held at various locations throughout the Commonwealth, and to serving business and society through the expertise of its faculty, alumni and students. The college will be known for conducting all of its activities in an open and ethical manner.

We Emphasize
- Ethical behavior in all of our activities
- Enhancing the high quality of our undergraduate programs
- Providing a high quality MBA program at locations throughout the Commonwealth
- Raising the research and scholarship reputation of faculty
- Integrating the computer and technology into the academic curriculum
- Developing the leadership skills and ethical values of our students
- Preparing students for global business challenges, including providing opportunities for global experience before graduation
- Enhancing our commitment to diversity
- Heightening our level of service to the business community through the research and expertise of faculty, students, and graduates
- Enhancing the quality of the Ph.D. program

Anticipated Accomplishments
The Pamplin College plans on meeting the needs of business and society through its undergraduate programs with a stabilized undergraduate enrollment of 3,500 students. It plans on achieving its already ambitious goals concerning research and scholarship, as well as outreach and international programs. It plans on doubling the size of its graduate enrollment through a partnership with the university that will assure adequate funding for this purpose. Accomplishments will be measured annually and progress reported through the use of a scorecard.

Diversity as a Core Value
Virginia Tech and the Pamplin College of Business regard diversity as a source of strength and pride. The Pamplin College of Business is committed to the goal of developing its students, faculty, and staff in a manner that inspires them to successful participation and effective leadership in a pluralistic society and considers equal opportunity, freedom from hostility and intolerance, and respect for individuals and ideas to be values essential to that goal.

UNDERGRADUATE PROGRAMS OFFICE MISSION STATEMENT
To provide quality educational services and support for undergraduate policies and procedures to students, prospective students, families, alumni, corporate recruiters, and college departments. To facilitate a smooth transition into the college, through the college, and into post-college careers, for all these constituents.

SHARED VALUES:
1. Commitment to continuous improvement on all practices.
2. Prompt and accurate service.
3. Respectful treatment for all individuals with whom we interact, for each other, and for the organization.
4. Specialized programs for diverse populations.
5. Strong university and professional citizenship.
6. Thoughtful and attentive stewardship of responsibilities.
ACADEMIC ADVISING

Advising at Virginia Tech is a collaborative process between student and advisor, leading to the exchange of information that encourages the individual student to make responsible academic and career decisions. Students are encouraged to contact their advisors, either in-person or via e-mail, at least twice each semester. In addition to the following statements of responsibility for students and advisors, all students should read and complete the “Important Steps for Successful Pamplin Students”.

STATEMENT OF STUDENT RESPONSIBILITY
The student shares the responsibility for developing an advising partnership with the advisor. Over time, the partnership results in increased responsibility for students. This is achieved through the student:

♦ Communicating goals, needs, wants and concerns to advisors in a respectful and sincere manner;
♦ Keeping abreast of their own academic progress and requirements related to their academic programs;
♦ Making, keeping and being prepared for appointments with advisors;
♦ Informing the advisor of changes in plans and/or circumstances that might impact academic performance;
♦ Knowing departmental procedures regarding changing advisors and
♦ Bringing concerns regarding the quality of advising to the attention of the advisor.

STATEMENT OF ADVISOR RESPONSIBILITY
The advisor shares the responsibility for developing an advising partnership with the student. This is achieved through the advisor:

♦ Communicating with the student and delivering individualized and accurate information in a professional and sincere manner;
♦ Being informed of, and providing accurate information about current academic policies and procedures;
♦ Keeping appointments and being available for assistance;
♦ Providing appropriate referrals, contacts and information;
♦ Doing appropriate follow-up with the student; and
♦ Seeking out and taking advantage of opportunities for professional development.

ACADEMIC ADVISING IN PAMPLIN

As freshmen and sophomores, Pamplin students are assigned an advisor from the Business Advising Center in 1046 Pamplin Hall. The advisor’s name is available in August through the Hokie Spa (see page 7 for more details on Hokie Spa). Advisors assist students with learning the lower-division course work, university and college policies, procedures and core requirements and how to research career options and select a major which best fits their life goals.

Office hours are weekdays from 8:00 a.m. - 5:00 p.m. Students may drop in for answers to general questions and referrals or to make an appointment with their advisor. Announcements and notices from the Advising Center are posted on the advising bulletin board, located across from 1008 Pamplin Hall, and in the advising section of the Undergraduate Programs’ website at www.undergrad.pamplin.vt.edu. Academic advisors frequently send their students e-mail messages with important meeting announcements and reminders of upcoming deadlines.

The first semester of the junior year, students are assigned a faculty advisor in their major department. The faculty advisor will assist with major course options, free electives, graduation requirements and career advisement. On matters of exceptions to university policy, such as requesting an in-major course substitution or an exception to a deadline, students should see their department heads (or if undecided, the Director of Advising and Student Services). The Associate Dean for Undergraduate Programs will make a decision and the student will be notified via e-mail. Any requests for exceptions based on medical problems should be submitted to Schiffert Health Center, located in McComas Hall. Decisions on medical requests are made by Health Evaluating Committee.

IMPORTANT STEPS FOR SUCCESSFUL PAMPLIN STUDENTS

1. Complete the freshman and sophomore business curriculum (see pages 8-9).
2. Read the e-mails from your advisor and the director of career services and periodically meet with your advisor.
3. Complete Areas 1 through 7 of the University Core Curriculum (see pages 8-9).
4. Take all required courses for a letter grade (A-F).
5. Know the prerequisites before enrolling in any course.
6. Attend Business Horizons annually during September.
7. Keep up-to-date with Pamplin College of Business activities, such as the Distinguished Speakers series and registration meetings.
8. Attend the Executive Planning Committee Career Night series (see page 6).
9. Decide wisely how to use your free electives (see page 5).
10. Research and then select a major in business, which best demonstrates your talents and values. Then become familiar with the major checksheet.
11. Develop a professional resume with the assistance of Career Services (www.career.vt.edu).
12. Complete the upper division criteria by the end of the sophomore year (see page 9).
13. Apply for your degree in the first semester of your junior year (see page 15).
14. Review an updated DARS report each of your last four semesters (see page 15).
15. Complete 125 semester hours, including all major required courses.
16. Attend commencement and invite family and friends!

ADVISING HINTS

GO TO CLASS
New students often hear that in college “you can cut class any time you want.” NOT TRUE! Boredom, lack of sleep, and being unprepared are frequent excuses for cutting classes. Overcoming or avoiding these habits your first year will do much to ensure success throughout your academic career. The faculty's attendance policy, if any, will be on the syllabus. See page 4 of this booklet for more details on the attendance policy.

LEARN THE CAMPUS
One campus tour seldom provides the geographic knowledge necessary to get around at a major university. Become an explorer and spend some time learning where all the departments and offices are located. Make sure to take the tour of Newman Library in the fall semester. Visit Torgersen Hall, which is where you will pick up student software packages for your computer.

BE PATIENT WITH YOURSELF...THERE IS NOTHING WRONG IN BEING CONFUSED INITIALLY
Some students become upset when they realize they have not mastered all facets of collegiate life during their first term. Remember college is a way of life. You will be learning to adjust to this new lifestyle every day and it does take time. You will make some errors or mistakes during your collegiate career. Please be assured that you are not doomed. When you realize or even just think you have made a mistake, set out to remove or correct it. Consult your advisor. If you do not, it can magnify and create other problems.

TAKE CARE OF YOURSELF
Your health is now in your hands. Be sure to eat well, dress for the weather, and consider seriously the risks of smoking and consuming alcohol. Studies of Virginia Tech freshmen indicate that the more students smoked and drank alcohol, the lower their freshman grades. This correlation was true even when the effects of SAT scores and high school grades were removed.

GET TO KNOW SOME PROFESSORS
If you make the effort to get to know one professor every semester you are at Virginia Tech, then you will have eight professors to write recommendation letters for jobs or for graduate school. More importantly, the relationship will make you feel more connected to Pamplin and Tech. Should you be fortunate enough to develop a bond of friendship, you will find members of the faculty are invaluable mentors for your academic and professional life.

KEEP PACE WITH THE PRESCRIBED CURRICULUM
Sometimes freshmen have to drop a course. If possible, do not drop math. The two mathematics courses are prerequisites for the quantitative methods sequence which is a prerequisite for junior level courses. Complete Areas 1 through 5 of the University Core requirements your freshman and sophomore years. This is easy to do by following the curriculum on pages 8-9 and consulting your advisor.

IGNORE RUMORS! USE YOUR ADVISOR FOR ADVICE
Rumors of all types abound on campus. Almost all have an atom of truth, but most have an abundance of fiction. If you hear a statement that could affect your program, check with your advisor. Many people will interpret the rules and policies for you, but confirm them with the person who knows best...your advisor. You may also check on updated policies on the Internet.

KNOW YOUR ACADEMIC SITUATION
If you have questions or concerns about how you are doing in a class, go to the professor and discuss it. Waiting until after midterms or the last week of the term to find out how you are doing could result in a no-win situation. Make sure you check your grades before leaving at the end of each term. Keep yourself informed.
LEARN TO COMMUNICATE IN THE CLASSROOM

The only dumb questions are the ones not asked. If you do not know and do not understand something, chances are several of your peers do not understand either. Learning to ask questions is a skill you need to develop. You should also make a point to stop by and see your instructors during their office hours, which are times set aside for you.

STUDY IN GROUPS

Doing homework is important, but what really matters is doing it in a way that helps you understand the material. Students who study on their own and then discuss the work in groups of four to six, understand the material better and feel more engaged with their classes.

BUDGET YOUR TIME; TAKING COURSES IS YOUR FULL-TIME JOB

Learn to balance the important areas of your life. This includes a social life, but you must learn to plan your study time properly. Taking a few minutes each day to make a schedule could save unnecessary anxiety at the end of the semester. Plan to give enough time to write that paper or study for that exam. Pulling an "all nighter" will only lower your concentration level. The frequently heard statement "I work best under pressure" is often an excuse for those who really have no choice.

PHONE OR E-MAIL HOME FREQUENTLY

Your family can prove to be your best support system. They want to know honestly and truthfully just how you are doing. They may not know how to help other than listening, but that act alone is essential to your well-being.

SUPPORT SERVICES

Many services are available on a university-wide basis. Advisors will be happy to provide details or help to make an appointment.

The Center for Academic Enrichment and Excellence (CAEE), located in 110 Femoyer Hall and 122 Hillcrest Hall provides free academic support to students enrolled at Virginia Tech. Their programs include: 1) Learning Assistance Programs to help students who want to improve their academic skills such as time management, test taking, reading comprehension, tutoring, etc.; 2) Academic Excellence Programs targeting students who are already succeeding academically and simply want to enrich their educational experiences; and 3) College Transition Programs to help students make a successful transition from high school to college, as well as facilitate academic and social adjustment to Virginia Tech. For additional information visit CAEE's website at www.caee.vt.edu.

The Math Emporium, located in University City Mall, offers one on one assistance to assist students having difficulties in Math courses. Visit the website at www.emporium.vt.edu.

The Cook Counseling Center, located in McComas Hall, offers individual appointments with counselors as well as workshops on academic stress, exam preparation, memory improvement, study skills, test anxiety, time management and others. To find out more about individual counseling or the various workshops visit their website at www.ucc.vt.edu.

The Writing Center, located in 340 Shanks Hall, is a free, non-credit writing tutorial service for all students. Students may visit the website for more information: www.composition.english.vt.edu/wc/WC%20Home.html.

STUDENT ORGANIZATIONS

Virginia Tech has over 400 university-wide organizations, including Pamplin's four academic honor societies, three coeducational business fraternities and 20 other business organizations, many based on majors. Each Pamplin organization sponsors career related programs and provides students with the opportunity to meet fellow majors and other Pamplin students. These can be valuable learning experiences, especially for freshmen who are primarily in classes outside the college. A complete list of these organizations is available at the Pamplin Undergraduate website (www.pamplin.cob.vt.edu). Each organization has a bulletin board in Pamplin Hall listing its officers and upcoming programs. To allow students to find the organizations which best meet their interests and needs, there a student organization showcase as part of "Hokie Hi" welcome week activities.

ATTENDANCE POLICY

Class meetings are an integral part of most courses and the central component of many. Therefore, both faculty and students are expected to meet at all regularly scheduled times, except for cancellations announced on a university-wide basis by an appropriate authority. To find out if the University is closed or classes cancelled, due to inclement weather, call (540) 231-6668 or check the University website at www.vt.edu.

Faculty are expected to provide students with a course syllabus on the first day of classes each semester, including course objectives, topical outlines, expected performance for which grades will be assigned, and the instructor's attendance policy, if any. When students cannot attend classes, it is their responsibility to make arrangements for any work missed as soon as possible. In cases of prolonged medical absences, students should notify the Schiffert Health Center, who will contact the student's academic dean and faculty.
SEMESTER HOUR ENROLLMENT
Students with a minimum GPA of 3.0 may receive automatic overload approval for up to 21 hours for the fall and spring semesters. Students with less than a 3.0 GPA must obtain approval from the associate dean to take an overload (more than 19 hours in a regular semester or 9 hours in a summer session). Students must submit their request in the Undergraduate Programs Office, 1046 Pamplin Hall. The associate dean will make a decision and notify the student via e-mail. Students with an overall GPA below 2.00 are not eligible for an overload. Students on academic probation may enroll in no more than 16 hours during a regular semester.

Minimum full-time enrollment for undergraduate students is 12 semester hours, excluding audits, for the fall and spring semesters and three semester hours per summer session.

Before dropping courses, students should make sure they are not required to maintain full-time enrollment to continue financial aid, health insurance, NCAA eligibility, on-campus residency or scholarships. Students may not drop all classes for a term using the Hokie Spa. To drop all classes students must complete a withdrawal/resignation form available from the Registrar in 250 Student Services Building (www.registrar.vt.edu), or in the Pamplin Undergraduate Programs office; 1046 Pamplin Hall or at (www.pamplin.cob.vt.edu).

CLASS LEVELS
Many forms which students complete while at Virginia Tech require the student to enter their academic class level – freshman, sophomore, junior or senior. The following numerical classifications are used at Virginia Tech to indicate the academic class levels. Students are responsible for knowing their academic class level and will be asked for it on many occasions. Hours listed are “earned hours” not “attempted hours”.

10 = Freshman, less than 30 hours
11 = Honors Program Freshman
20 = Sophomore, 30 - 59 hours
21 = Honors Program Sophomore
30 = Junior, 60 - 89 hours
31 = Honors Program Junior
36 = Junior enrolled in five year undergraduate/masters program
40 = Senior, 90 or more hours
41 = Honors Program Senior
45 = Dual enrolled undergraduate/graduate
46 = Senior enrolled in five year undergraduate/masters program

LATE COURSE WITHDRAWAL
Students may withdraw from a maximum of six hours (6) beyond the normal six-week drop deadline (see calendar for 2006-2007 drop deadlines) during their academic career at Virginia Tech, subject to the following:

1. Students must formally request to withdrawal from a course and have their advisors’ signatures by 5:00 p.m. on the Friday before the last regular day of classes in the semester in which they are enrolled in the course, regardless of their academic performance up to the point of their request.

2. Courses from which students withdraw under the terms of this policy will appear on their transcripts with a "W".

3. Students’ decisions to invoke this policy are irrevocable and unappealable.

4. Withdrawals under this policy may not be employed to reduce or obviate any penalty accruing to students under the University's Honor System.

5. Before applying the late course withdrawal, students should check any consequences this may have on financial aid, international visas, NCAA regulations, scholarships or other items related to enrollment status.

FREE ELECTIVES
Free electives are opportunities. Students can choose courses from any department in the university. Electives present unlimited possibilities for tailoring a curriculum to fit interests, educational plans, and career goals. Students may even pursue a double major, earn one of the many minors at Virginia Tech, select courses that complement their major, continue special interests or talents, or explore new areas.

Free electives are one of the many ways students can demonstrate their initiatives and interests. Speaking to faculty members, reading about the minors and majors, considering interests and career goals, and meeting with an academic advisor are all helpful in planning how best to use free electives.
CAREER SERVICES
The staff of Career Services, located in the Career Services Center on the corner of Washington Street and West Campus Drive, conduct workshops on a variety of job search topics and bring hundreds of employers to campus to interview students for full-time employment as well as internship and co-op experiences. They also assist students in resume writing, identifying internships and Cooperative Education (co-op) opportunities as well as permanent employment opportunities. For more information on these topics and more, visit the Career Services’ website at www.career.vt.edu.

CAREER SERVICES IN PAMPLIN
The Director of Pamplin Undergraduate Career Services, who is located in 1046 Pamplin Hall, serves as the primary contact between corporate recruiters and undergraduates. The director is the advisor for the Pamplin Business Students’ Council (PBSC), the Executive Planning Committee (EPC) and Business Horizons (BH), the annual college career fair.

Business Horizons, a student-run event, provides an opportunity to meet informally with business representatives from more than 130 companies and organizations. By attending BH, even a new student can get a better picture of what employers are looking for in candidates and what opportunities exist.

BUSINESS HORIZONS
COLLEGE CAREER FAIR
THURSDAY, SEPTEMBER 20, 2007
10:00 A.M. – 4:00 P.M.
SQUIRES STUDENT CENTER
WWW.BUSINESSHORIZONS.ORG

It has been said, “It’s a job, to get a job.” Therefore, students need to take advantage of the resources at Virginia Tech to find out more about the business careers and the search process. There are programs throughout the academic year that afford students the opportunity to meet corporate recruiters, to learn about the job market, hiring practices, internship and co-op opportunities and employment. One of these programs is the Executive Planning Committee’s series of Career Nights. To gain the most from their Pamplin experience, students should start now to explore all that the college has to offer beginning with the following fall 2007 programs.

WHAT EMPLOYERS LOOK FOR IN CANDIDATES
Work experience, leadership and grades make up the three key factors in hiring. Relevant work experience, either through internships or co-op, is a vital factor influencing recruiters’ decisions. Networking contacts accounted for the single biggest source of students finding permanent employment (approximately 38 percent in 2006). Other leading sources of employment are Career Services programs, on-campus interviews and career fairs. Students often broaden their searches by calling on family, friends, colleagues, other students, former high school contacts and employers as well as utilizing the Internet to aid in their career search.

Recruiters look for candidates with problem solving skills, the ability to work in diverse groups and an unmistakable natural drive to succeed and lead. Leadership is often the deciding factor, when all other applicants’ credentials are equal. When evaluating applicants, recruiters also look for a strong grade point average, often 3.0 or better. Students are encouraged to make the most of their college years to gain experience to learn about career goals which are in line with their life goals.

FALL PAMPLIN CAREER PROGRAMS
ALL PROGRAMS AT 5:30 P.M. IN 1045 PAMPLIN HALL

Sept. 5……..Recruiters Critique the Resume, On-Campus Interviewing Overview
Sept. 6……..Recruiters Critique the Resume, On-Campus Interviewing Overview
Sept. 12……Preparing for a Career Fair
Sept. 20……Business Horizons Career Fair

Career sessions are presented throughout the fall semester on each major in the Pamplin College of Business. Students will be notified of specific dates for each program through listserv messages in the fall semester.

*Accounting and Information Systems
*Business Information Technology
*Economics
*Finance
*Hospitality & Tourism Management
*Marketing
*Management

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All Virginia Tech students create a PID (personal ID) after they accept their offer of admission. The PID is also their "@vt.edu" e-mail address. The PID gives students access to Hokie Spa (Student Personal Access). The Hokie Spa is the gateway into registration and schedules, grades, transcripts, advisor assignment, degree menu, student account, financial aid, housing and dining services and personal information (such as addresses and phone numbers).

REGISTRATION

Registration at Virginia Tech occurs in two phases. First, a course request period of approximately seven days occurs at the midpoint of each semester for subsequent terms, currently in October for spring and March for summer and fall. The second phase is a schedule adjustment period referred to as "Drop/Add" which follows the processing of course requests toward the end of each semester. Dates for drop/add are listed in the Timetable of Classes calendar.

I. COURSE REQUEST

The first step in the course request process for Pamplin freshmen and sophomores is to attend one of the college registration meetings. Specific dates, times and locations are posted at pamplin.cob.vt.edu and advisors will send e-mail notices to their advisees each semester. At these meetings topics such as course requirements, policy updates and event announcements are covered.

Next, students plan their course selections by reviewing their major checksheets or the freshman-sophomore requirements on pages 8-9 of this booklet.

Then, using the on-line Timetable of Classes, students select days and times for the courses they plan to take. A section identifier number, referred to as a Course Reference Number (CRN), is used in the Timetable. The first digit of the CRN represents the numeric code for the term: 9 = Fall, 1 = Spring, 6 = First Summer and 7 = Second Summer. The following items are listed at the top of the Timetable of Classes under “Important Dates and Registration Information.”

• Calendars for current and future semesters
• Exam Schedules
• Free Time and Lunch CRNs
• Timetable of Classes

Students often need to utilize free time to block out hours of each day needed for work or extracurricular responsibilities such as athletics, band practices and the Corps of Cadets. Some students may wish to assure themselves of sufficient meal times.

Building Abbreviations

Within the list of classes students can find the following useful information to assist in scheduling:

Click on the course number to view the catalog course description and prerequisites.

Click on "Exam" to view the final exam time for the course section (a new window will open).

Finally, students input the CRNs into the course request screen in the Hokie Spa. Course request is open from 7:30 am until 2:00 am, except on the last day, when it closes at midnight. There is no priority given to processing requests if entered the first day of course request, nor is there a penalty for entering a request the final day of course request. However, students who wait until the last day of the course request period will encounter more difficulty in accessing the system due to the higher volume of activity.

II. DROP/ADD

Once class schedules are available, students may make changes to them through “drop/add.” Students may not add or drop past the deadlines. (The 2007-2008 deadlines are listed on “Mark Your Calendar”). Drop/Add for the fall semester runs through the end of the spring semester and opens again in early August (new students can use Drop/Add during Getting on Track in July.). For the summer terms, Drop/Add is available from late April through the deadlines for adding and dropping courses. For the spring semester, Drop/Add will be available in early December and remain open through the deadlines for adding and dropping spring semester courses.

HOLDS:

A student's registration record may be placed on hold for a variety of reasons and by a variety of offices. For example, Health Services may place a hold on a student's record for failure to submit immunization records; Student Accounts, for failure to pay fees; and colleges, for failure to declare a major or progress toward a degree. The hold will prohibit access to course request, Drop/Add, and viewing class schedules. Students may check whether they have a hold in the “Your Student Account” section of the Hokie Spa and may view the reason(s) for the hold and whom they should contact to resolve the hold.
REQUIREMENTS FOR THE FIRST TWO YEARS - 65 HOURS

Students are responsible for tracking their progress in meeting the college, university core and major requirements. The curriculum for the first two years recommends all business students to complete 65 hours in the first two years. To do this it is recommended that students take 30-32 hours the first year and 33-35 hours the second year. If this is followed, then four 15-hour semesters will remain for the junior and senior year.

UNIVERSITY LIBERAL EDUCATION REQUIREMENTS
(Available courses are listed in the Timetable of Classes)

☐ AREA 1 - Writing and Discourse - 6 hours  (Taken in the first year)
  3 ___ 3 ___ COMM 1015-1016 Communication Skills or ENGL 1105-1106 Freshman English or placement into 1106 or 1204 (Honors).
  Students who are placed in ENGL 1106 or 1204 and on their first attempt at Virginia Tech earn a grade of C- or better will earn three hours of Advanced Standing credit for ENGL 1105.

☐ AREA 2 - Ideas, Cultural Traditions, & Values - 6 hours  (Taken First or Second Year)
  3 ___ 3 ___ Any two courses from the approved University Core Area 2

☐ AREA 3 – Society and Human Behavior - 6 hours  (See College Requirements)

☐ AREA 4 - Scientific Reasoning and Discovery - 8 hours  (Taken in the First Year)
  3 ___ 3 ___ Any two Area 4 science lectures
  1 ___ 1 ___ Any two Area 4 science laboratories that match the lectures OR a free elective
  The laboratories are mandatory for ECON majors. Other majors may take the labs or two hours of any free elective. Note that GEOS 1024 Resources Geology will also satisfy Area 7 of the University Core. GEOS 1014 is a four hour course which includes the laboratory.

☐ AREA 5 - Quantitative and Symbolic Reasoning - 6 hours  (Must Complete First Year)
  3 ___ 3 ___ *MATH 1525-*1526 - Calculus with Matrices
  MATH 1525 is a prerequisite for MATH 1526. Students who receive AP credit for calculus (MATH 1205) will take MATH 1526. Students with AP credit for MATH 1205-1206 or dual enrollment credit for MATH 1016 and 2015 will take MATH 1114 to complete the math requirement for the college.

☐ AREA 6 - Creativity and Aesthetic Experience / Free Elective - 3 hours  (Taken Anytime)
  One-hour minimum from Area 6 courses.
  
  1 _____ Area 6 plus
  2 _____ Free Elective
  or
  3 _____ Area 6

☐ AREA 7 - Global Issues in a Critical Context – 3 hours required  (Taken Anytime)
  Requirement met by:_______ (Dept.) ________(Course)
  The Area 7 course may be used to meet another requirement or may be taken as a free elective. Some courses in Areas 2, 4 and some social sciences are also Area 7 courses.

* Denotes that the course must be completed with a C- or better to meet Pamplin College of Business requirements for Upper Division Criteria.
* Denotes that the course must be completed with a C- or better to meet Pamplin College of Business requirements for Upper Division Criteria.

**COLLEGE REQUIREMENTS**

- **3 ___ *ACIS 1504 - Introduction to Business Information Systems** (Must complete first year)

- **Social Sciences – 9 hours** (Taken First or Second Year)
  - **3 ____** PSYC 2004 or SOC 1004 - Intro Psychology or Sociology
    - Students who wish to take a foreign language in the first year may wait to take either PSYC or SOC.
  - **3 ____ 3 ____ Social Sciences**
    - Select from any courses in Economics (beyond Principles), Geography, History (except HIST 1024, 1025, 1026, or 2054), International Studies, Political Science (except PSCI 3015-3016), Psychology, and Sociology; or any course approved for Area 3 of the University Core. Some social science courses, such as GEOG 1014, HIST 1214, IS 2054, and PSCI 1024, will also satisfy Area 7.
    - **HTM majors** may take HTM 2464 as the second social science in the junior year. HTM majors will take HTM 1414 in the freshman year as a free elective.

- **3 ___ 3 ___ *ACIS 2115-*2116 - Principles of Accounting** (Must complete second year)

- **3 ___ 3 ___ *BIT 2405-*2406 - Quantitative Methods** (Must complete second year)

- **3 ___ 3 ___ *ECON 2005-*2006 - Principles of Economics** (Must complete second year)
  - Satisfies Area 3 of the University Core. ECON majors take 2005 first year.

- **3 ___ COMM 2004 - Public Speaking or Free Elective, if both COMM 1015-1016 completed**

- **3 ___ Free Elective or major requirement** (Taken Second Year)
  - **ACIS majors** – All options take ACIS 2504. For the ISA and ISO options also take CS 1054
  - **BIT majors** – Both Options take CS 1054 and BIT 3424 in the sophomore year
  - **ECON majors** – Take ECON 2005 spring semester of the first year, ECON 2006 fall of the second year, and ECON 3104 spring semester of the second year
  - **HTM majors** – HTM 1414, 2454 & 2464 are recommended electives
  - **FIN & MGT majors** – Take ACIS 2504 in the second or junior year

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**UPPER DIVISION CRITERIA (UDC)**

Before enrolling in junior business courses, students must apply for Upper Division Clearance and meet the following criteria, which are strictly enforced:

1. A minimum of 60 of the 65 required hours must be passed;
2. 2.0 overall Grade Point Average (GPA);
3. Completion of all nine UDC courses (ACIS 1504, 2115-2116, BIT 2405-2406, ECON 2005-2006, and MATH 1525-1526) with a final grade of C- or better; and
4. 2.0 Upper Division Criteria Average (UDCA) - the combined average of ACIS 1504, 2115-2116, BIT 2405-2406, ECON 2005-2006, and MATH 1525-1526.

**JUNIOR AND SENIOR COURSES REQUIRED FOR ALL PAMPLIN STUDENTS**

To be completed in the junior year; all require upper division clearance:

- BIT 3414 - Production & Operations Management
- FIN 3055 - Legal Environment of Business
- FIN 3104 - Introduction to Finance
- MGT 3304 – Mgt. Theory & Leadership Practice
- MKTG 3104 - Marketing Management

To be completed in the senior year:

- **MGT 4394 - Business Policy and Strategy** (All five junior courses are prerequisites)
Students may access their semester grades from the transcript section of the Hokie Spa the week after final exams. The sample above is from the transcript section of the Hokie Spa. Grades are not mailed, unless the student makes a request to the University Registrar.

**Grading System**

Grades and Grade Points per Credit Hour:

- A = 4.0
- B = 3.0
- C = 2.0
- D = 1.0
- A- = 3.7
- B- = 2.7
- C- = 1.7
- D- = 0.7
- B+ = 3.3
- C+ = 2.3
- D+ = 1.3
- F = 0.0

P - Pass - Applies to P/F only courses and P/F options.

NR - No Grade Reported - This is used on grade report or transcript when an instructor returned no grade. Grade is calculated as an "F" in GPA.

I - Incomplete - An incomplete is used when a student has obtained permission from the course instructor to delay completion of a course. Hours are shown under "deferred hours" only. The work must be completed by the end of the next term in which the student is enrolled or the grade will convert to "F" and be added into GPA.

W - Withdrawn - Student applied Late Course Withdrawal Policy to the course. See page 10 for policy.

RP - Repeated Course - When a student retakes a course where a "C" or higher has been earned, RP will appear on the record. A student may not repeat a course "to improve his or her gpa where a C has been earned".

**Audit** - Audit - Neither grade nor credits accrue.

**Grade Options**

All required courses (college, major and university core requirements) must be taken for an A through F letter grade (A-F). Only "free electives" may be taken on a pass/fail basis (P/F).

The Pass/Fail Grade Option is available to all students who have attempted a minimum of 30 credit hours at Virginia Tech and have a minimum 2.00 overall grade point average (GPA). Under the P/F grading system, a "P" is granted for earning a grade of "D" or better in the course. A grade of "D-" is considered a failing grade under the P/F option.

No more than 10 percent of the total required hours for graduation taken at Virginia Tech may be P/F. Students may take no more than two P/F courses per term, excluding courses taught only P/F.

Once credit is received for courses taken P/F, the course cannot be repeated under the A-F grade option. If a grade of "F" is received in a P/F course, it is included in the calculation of the GPA. (Note: No more than two pass/fail HNFE/EDPE activity courses, such as aerobics or golf, will count toward degree requirements.)

Students may audit courses other than laboratory and studio courses, if they have permission from their advisors and the instructor. Audited courses will not count toward degree requirements. Any course that was audited cannot later be taken for a letter grade. The last day to add or drop the audit option is the last day to add a course each semester.
ACADEMIC ELIGIBILITY
(PROBATION AND SUSPENSION)

Continued enrollment at Virginia Tech is a privilege that is granted as long as the student is making satisfactory progress toward a degree. The minimum standard for academic good standing is a cumulative grade point average (GPA) of 2.00. Academic probation is imposed when the cumulative GPA is less than 2.00 and performance will be reviewed at the end of each fall and spring semester.

A student on probation may take no more than 16 hours per semester and should consult with an advisor before beginning a probationary semester. If a student on probation obtains an overall GPA of 2.00 or better by the end of the probationary semester, their status will change to academic good standing. If a student has at least a 2.5 in the probation semester, but below a 2.0 overall, they will be continued on probation. If their GPA is below a 2.00 for the probation semester and their overall GPA is below 2.0, they will be placed on academic suspension. First academic suspension will be imposed for one academic semester (either fall or spring). Students on suspension may not transfer coursework during their suspension. Students suspended at the end of the spring semester are ineligible to enroll for summer session and the fall semester. Figure 2 below is a chart that shows the options for Academic Eligibility.

The following formula assists in calculating the GPA needed for the current term to reach a 2.00 cumulative GPA. This calculation does not include P/F passed, transfer, AP, AS, IB or CBE credits.

\[ \frac{2.0 \cdot (a + b) - c}{b} = \text{desired GPA} \]

This formula can be used to calculate any GPA students wish to reach by replacing the 2.0 with the desired GPA. An on-line GPA calculator is available within the student access section of Hokie Spa.

RETURNING PERFORMANCE AFTER SUSPENSION

A student must earn a minimum 2.00 semester GPA the first semester following First Suspension and raise their cumulative GPA to at least 2.00 by the end of the second semester after their return, or earn a 2.50 GPA or higher for every semester following First Suspension until their cumulative GPA is 2.00 or greater.

If a student fails to meet the returning performance outlined above, a Second Academic Suspension will be imposed. The Second Academic Suspension shall consist of one calendar year following its imposition. Upon return from Second Academic Suspension, students must meet the same minimum standards for performance as required by First Suspension.

Permanent Academic Suspension shall be imposed subsequent to Second Academic Suspension and when a student fails to meet the Returning Academic Performance requirements.

Students placed on First, Second, or Permanent Academic Suspension have the right to appeal each suspension to the University Academic Appeals Committee. The Associate Dean for Undergraduate Programs presents the Pamplin cases to the Appeals Committee.
FOREIGN LANGUAGES

In this global economy, language skills are becoming more important. While Pamplin does not require students to take foreign languages, the curriculum is designed to give students the opportunity to take foreign languages as free electives. Students may even complete foreign language minors. It is important for students wishing to pursue minors to work with their advisors to utilize their free electives and some of the University Core requirements for the minor.

SELECTING A MAJOR

Choosing a career path is not an easy decision and will require research on the part of the student. To start this research, students should explore the information about the seven business majors (accounting and information systems, business information technology, economics, finance, hospitality and tourism management, management, and marketing) on the Internet at www.pamplin.cob.vt.edu. The career advisor for the major of interest is another resource. Some other suggestions are:

- Visit Career Services on Washington Street
- Join one of the major-related organizations.
- Enroll in MGT 1004, Introduction to Business.
  Taught fall and spring semesters, this course introduces students to the various fields within business.
- Attend the Career Nights, listed on page 6, where Pamplin alumni and employers present information about their companies and careers.

Students who decide on economics or hospitality and tourism as majors must apply and compete to change their majors into accounting and information systems, business information technology, finance, marketing or management.

ABOUT THE MAJORS & MINORS

ACCOUNTING AND INFORMATION SYSTEMS (ACIS)

The accounting and information systems major prepares students to be information age professionals. Three options are available: 1) accounting; 2) information systems audit; and 3) information systems.

Accounting Option (ACCT) - This program provides basic education for careers in public accounting (CPA) firms, large and small corporations, government agencies, or nonprofit organizations. The program prepares graduates to earn the CPA, CMA, and other professional accounting certifications. Students should check the requirements for their state to sit for the CPA exam.

IS Audit Option (ISA) - This program is designed to prepare students for careers as information systems auditors and information systems professionals in enterprise risk assurance services, computer risk management services, and other systems assurance services in business, government, or nonprofit organizations. It prepares graduates to sit for the CPA, CISA, or other professional certifications.

IS (ISO) - This program is designed to prepare students for careers as systems analysts, programmer analysts, database administrators, systems developers, or other information systems professionals in business, government, or nonprofit organizations. This program is designed in general compliance with the recommendations of ISCC 99, a committee funded by the National Science Foundation to design curriculum for information systems professionals.

About 28 percent of each year’s undergraduate class in the accounting program accepts positions with the “Big Four” public accounting firms. Twenty-seven percent accept positions with regional and local CPA firms and 40 percent accept positions with industry and government. The remaining percentage either enter graduate school or accept some other type of position. Students in the two IS options have been extraordinarily successful in the job market.

BUSINESS INFORMATION TECHNOLOGY (BIT)

The undergraduate program in business information technology is designed to provide the student with expertise in the quantitative and high-technology aspects of management, including the development of computer systems for solving business problems and making managerial decisions.

Students in this major learn quantitative techniques and models to apply to managerial problems, the computing skills necessary to implement these models, and a logical approach to managerial decision-making. Students are taught how to use the computer and a variety of analytic techniques in solving real-world problems. The curriculum provides training both for individuals interested in pursuing careers in business and for those interested in graduate or professional degrees. Students majoring in business information technology may choose one of two options reflecting their particular career objectives and interests.

Computer-based Decision Support Systems Option (DSS) – This option educates the student in the design, implementation, and use of computerized information systems, decision support systems, and expert systems that support contemporary business managers in the decision-making process. Special emphasis is placed...
on increased productivity through the use of models, quantitative data, and techniques in the computerized decision support system. Pamplin was one of the first schools in the nation to offer an undergraduate degree option in DSS. Training in Option 1 enables graduates to pursue careers in business and industry in which computer-aided decision making is an essential component of the managerial function.

Operations Management Option (OM) - This option educates the student in the various aspects of management of modern production and/or operations environments. The curriculum is designed to provide the student with expertise in the planning and control of production and manufacturing systems. Emphasis is placed on the use of computerized quantitative data and models and other high-technology applications to operational problems with the objective of improving the productivity and efficiency of businesses. Graduates of this option are prepared to pursue careers as production and/or operational managers in business and industry.

Economics (ECON)

The undergraduate program in economics in the Pamplin College of Business is designed to emphasize analytical thinking, provide a broad understanding of the operation of corporations and the economy, and study governmental and business policy. Economics is a subject that reaches into many areas of human life and is the science of human choice. Economists ask and seek to answer such questions as: What affects people’s buying decisions? How can a company best compete in the multinational trade climate of the 21st century? How can we better manage our wealth as individuals and as a nation? How can we fairly distribute wealth and reduce poverty, disease, and crime?

Economics is generally divided into two major areas of study. Macroeconomics examines larger, system-wide phenomena, such as financial markets, inflation, unemployment, and the deficit. Microeconomics looks at how the motivations and behaviors of individuals and corporations combine to create the often unpredictable economic trends of our time. Students who are interested in business, politics, philosophy, or social policy will find that an economics major integrates these specializations and can serve as a strong foundation for many different career paths.

Job opportunities for economists are growing faster than average. The best opportunities are in financial services, consulting firms, and research organizations. This program’s strong preparation in mathematics, statistics, and critical thinking will be especially appealing to employers. Approximately one-third of the economics graduates who pursue a job after graduation find work in the financial services sector of the economy with another third going into consulting positions. The remaining students land either in classic business positions, such as management or sales, or in government positions.

Finance (FIN)

A degree in finance provides training and specialization in all aspects of raising and allocating financial capital. Finance is a specialty that deals with the allocation of resources on the corporate, institutional, and personal levels. Financial management encompasses the sources and uses of funds in all sectors of the economy. This program gives students perspectives on decision-making problems in business, computer-based financial analysis, the institutional and legal structures of corporate finance and financial institutions, and the application of theoretical models.

Traditionally, three separate but related fields within finance are identified: 1) corporate finance, which focuses on the internal decisions of companies to raise funds and invest in corporate assets; 2) investments, which focuses on the purchase and sale of stocks and bonds or their derivatives by individuals or institutions; and 3) financial institutions, with a focus on the management and regulation of institutions, such as banks, and the role that financial institutions play in the economy. The curriculum requires students to take courses in each of these areas to provide a strong, broad-based foundation. In addition, students take elective courses in finance and accounting, allowing them to fulfill the requirements of a general finance track or special tracks in the areas of financial accounting and financial risk management.

Finance graduates have found careers in corporate financial management, banking, financial institutions, and the securities industry. Traditional positions available to finance majors are: controller, treasurer, financial analyst, credit analyst, securities analyst, stockbroker, loan officer, auditor, and account representative. Graduates in finance usually enter a brief training period upon joining a new organization, after which they move into an area of need and interest, and they develop practical expertise.

Hospitality and Tourism Management (HTM)

The undergraduate program in hospitality and tourism management prepares students for management positions in the hospitality and tourism industry, one of the nation’s largest industries. All students obtain hands-on experience through courses in hospitality marketing, financial management, computers, food and beverage, tourism management, and lodging operations management. Special emphasis is placed on developing analytical, decision making, leadership, and communication skills.
Students with undergraduate degrees in HTM find a wide variety of positions open to them, including entry-level management positions in tourism, hotels, restaurants, and institutional food service companies, as well as food service positions in the public sector secondary, and post-secondary organizations, and managed services. Major employers that have recruited HTM graduates at Virginia Tech include Applebee’s, Aramark, Busch Gardens, Choice Hotels, Club Corporation of America, DoubleTree, Enterprise, Hilton, Houston’s, Hyatt, Marriott, Red Lobster, Ruby Tuesday, Starwood, US Airways, Walt Disney World, and Wyndham.

**Management (MGT)**

The curriculum in management is unique within the Pamplin College of Business because it fosters an integrated perspective of business enterprises. Course work in the traditional functional areas (operations, finance, control, marketing, information technology) is coupled with a choice of one of following two management nine-hour options.

**Entrepreneurship, Innovation, and Technology Management (EIT)** – This option is designed to (1) teach a broad range of skills required to run a modern, technology oriented business, (2) develop knowledge of new technologies and how to implement them, (3) emphasize methods for fostering innovation within organizations, and (4) inculcate an appreciation of the free enterprise system.

**Human Resources Management (MHR)** – The "Human Resources" option is designed to (1) create an understanding of the role played by an organization’s human resources and the managers of those resources in its strategy development and implementation, (2) provide exposure to the tactics used in leading organizations to attract, develop, lead and retain key employees in organizations, and (3) develop expertise in the implementation of key human resource management tactics.

Tomorrow’s managers must be able to lead themselves, other individuals, and teams in both project- and process-oriented organizations. To this end, understanding how the separate business functions are integrated to achieve a single, coordinated effort, especially in complex, technologically based enterprises, is paramount. Additionally, students are exposed to state-of-the-art ideas and practices regarding leadership, and they are given multiple opportunities to develop their personal skills while applying this knowledge in team projects. Because basic communication skills are so important to effective leadership, a heavy emphasis is placed on development of written and oral communications skills. Increasingly in the modern business world, the success of a manager is dependent on the ability to manage in situations requiring complex moral judgments. Therefore, in addition to a required course on ethical leadership, a concern for ethics is infused in courses throughout the management curriculum.

While employment is related to the health and vigor of the economy, the comprehensive nature of management counters the impact of the business cycle for management majors. Management graduates frequently enter formal training programs before being assigned to full-time positions in the company. A number of management majors also enter small business organizations and a few start their own companies. After gaining a few years of experience, many students continue on for a graduate degree. Examples of companies that have hired management graduates in recent years are: Enterprise Rent-A-Car, Frito Lay, Marriott Corporation, Nations Bank and Wachovia.

**Marketing (MKTG)**

The undergraduate program in marketing management is designed to offer students a broad business education with an emphasis on professional training for careers in sales and marketing management in manufacturing firms, such service industries as banking and healthcare, and non-profit organizations. Marketing grows out of the concept of exchange between buyers and sellers. Driven by the needs and wants of the consumer, marketing managers develop new products, assign effective price levels, create promotional strategies, and develop the best distribution plans to guarantee that products reach the final consumer. Marketing also plays a crucial role in managing the efficient flow of goods and services from businesses to businesses. And managing marketing is growing even more exciting as technology and the Internet enable managers to stay in closer contact with their customers and better manage this relationship. In a quickly changing global marketplace, marketing is an essential function. Given the important role that marketing plays in ensuring our high standard of living, it is no wonder that our country is the leading exporter of marketing knowledge.

Virginia Tech marketing graduates pursue a range of careers. The majority of on-campus recruiters are seeking graduates for positions in industrial and consumer sales. Such experience is considered by many firms to be essential for developing expertise with the company’s product line and customers. These entry-level positions lead to career paths that include product management, sales management, advertising and promotional management, and logistics and supply chain management. Retailing firms also recruit marketing graduates who are interested in merchandising careers.
GLOBAL BUSINESS MINOR (GB) AND STUDY ABROAD PROGRAMS

The Global Business Minor (GB) is open to all Pamplin College of Business sophomores, juniors and seniors with at least a 2.00 GPA. The GB minor requires 18 semester hours, a foreign language requirement and an international experience. Three of the required courses are international courses within business. Applications are available in 1046 Pamplin Hall and at pamplin.cob.vt.edu. The required international experience may take the form of a study abroad program, a non-credit internship, an international Co-op assignment, work in a U.S. firm with an internationally oriented office, recent residency in a foreign country, or employment in a global business-related institution.

The Pamplin College of Business sponsors credit trips to other countries fall, spring and summer each year. Pamplin awards more scholarship money for summer study abroad than any other business college in the Commonwealth. These programs have included trips to Cambodia, China, France, Germany, Greece, India, Japan, Portugal, Spain, South Africa, Thailand, Turkey, and Vietnam.

Each fall since 1996, thirty Pamplin juniors spent the semester earning 21 semester hours at the Virginia Tech Center European Studies and Architecture (CESA) in Riva San Vitale, Switzerland. This program is competitive and students apply in the first semester of the sophomore year and are notified of their acceptance by the beginning of the spring semester. Pamplin also has a spring semester program for upper level marketing majors in Lugano, Switzerland. In this program students not only take classes, but work with Swiss students on actual business problems for a company there.

In addition to the Pamplin programs, students have participated in other international exchange and studied abroad programs around the world. One of the most popular programs is the Consortium International University (CIU) in Paderno del Grappa, Italy (near Venice). Faculty from universities across the U.S. teach in this program, including Pamplin faculty. CIU programs in the fall, spring, and summer sessions offer courses in business, communications, and economics. For more information see www.bit.vt.edu/CIU.

In a recent survey of Pamplin graduates who participated in a study abroad program, 78 percent reported that their international experience was discussed during employment interviews. Of those responding to the survey, their starting salary was over $2000 higher than the average for all Pamplin undergraduates.

LEADERSHIP MINOR (BLC)

The Business Leadership Minor is open to all Virginia Tech juniors and seniors with at least a 2.50 GPA in minimum of 48 hours at Virginia Tech. Applications to the program may be made during the spring semester of the sophomore year. The minor is offered by the Management Department’s Business Leadership Center and provides a multi-disciplinary, experiential background in the history, values, skills and theory of leadership. Students can tailor their leadership education and experiences to meet personal and career needs.

The Leadership Minor consists of 18 hours of study, including nine hours of management courses, six hours of electives and three hours of experiential activity. Applications are available in 1046 Pamplin Hall and on the Internet at pamplin.cob.vt.edu.

REAL ESTATE MINOR (REAL)

The 19-semester hour Real Estate Minor is open to students in all colleges of the university and draws its courses from a number of departments and colleges within the University. Students must be admitted to the minor, complete the requirements and maintain a 2.0 or higher grade point average in a required group of courses. Applications are available in 1046 Pamplin Hall and at pamplin.cob.vt.edu.

GRADUATION REQUIREMENTS

All majors within Pamplin currently require 125 semester hours. Requirement check sheets by major are available in department offices and on the Internet. The final check sheets for the Class of 2010 will be available in the spring. Students should keep updated check sheets with their records.

In the first semester of the junior year students should apply for their degree via the Hokie Spa. Within a few days of applying for a degree, students may view their Degree Audit reports (DARS) on the Hokie Spa. The DARS report includes all requirements in categories such as math, social sciences, college core, university core, and major requirements. If students have completed the category, the DARS report will indicate "OK." If not, "NO" or "IP" (in-progress) is printed along with the courses needed to complete that category's requirements. Updated DARS reports may be requested at any time, however, it is recommended that students request one at least every semester and when majors are changed.
Congratulations Accounting & Information Systems Scholarship Recipients!

These scholarships are awarded to freshmen in the Accounting & Information Systems department based on a combination of SAT scores, grade point average, and class rank.

Lauren E. Binford  Amanda K. Grivnovics  Benjamin M. Thompson
Jason T. Eaheart  Edward M. Judge  Hillary A. Wheatley

Congratulations Freshmen Merit Scholarship Recipients!

These scholarships are awarded to 12 – 15% of the incoming freshmen class. These awards are based on merit combining SAT scores and high school grade point averages.

Joshua A. Albert  Patricia E. Farley  Kimberly A. Lane  Jordan C. Richard
Kari V. Albert  Peter C. Fay  Mark C. Larsen  Matthew W. Riley
Sue H. An  Michael K. Fecher  Lauren A. Leblanc  Matthew D. Ritt
Brian J. Bae  Edward S. Feldman  Christopher J. Lee  Catherine L. Robey
Michael A. Balogh  Barbara R. FilipPELL  Song Lee  Daniel H. Runnerstrom
Zachary M. Barefoot  Michael T. Funderburk  Andrew S. Leonard  Daniel E. Sage
Heather A. Bartholomew  Daniel W. Gardner  James J. Lipski  Suchir Saraf
Nicholas G. Beauchamp  Joshua H. Gettleman  Eric M. Lofgren  Peter M. Scalone
Joss R. Becker  Terry G. Gifford  Margaret L. Maddox  Nathaniel L. Scott
Alicia J. Bernat  Emily M. Glotz  Ian M. Marshall  Gregory H. Smagin
Lauren E. Binford  Mark S. Goldstein  Kevin L. Martin  Anna C. Smith
Allen E. Bowman  John E. Griffey  Caitlin D. McGrew  Robert D. Sowell
Matthew D. Brenyo  Scott T. Grimes  Katherine L. McGuire  Joseph A. Stirling
Briana C. Bresnahan  Amanda K. Grivnovics  Natalee S. McIntyre  James C. Stratton
Kyle C. Burhop  Inga A. Gromova  Natalee S. McIntyre  Jacob M. Stump
Daphne W. Burr  Jessica L. Guerro  Craig D. McIvor  Erica L. Swanson
Matthew D. Cadieux  Matthew B. Guth  Clare M. Meidenbauer  Tamara H. Sweetnam
Joshua D. Canon  Michael C. Hahl  Robert G. Mellinger  Brian M. Swenson
Eric J. Cantrell  Stacy K. Hamilton  Anthony E. Mencarini  Matthew T. Switick
Jennifer L. Chaddic  William L. Hamilton  Brett J. Miller  Colin J. Szymkowicz
Daniel Chao  Nancy L. Heslainte  Daniel R. Miller  William J. Tamulynas
Nolan N. Chao  John P. Higgins  Pamela J. F. Mojica  Allison C. Thompson
Michelle K. Ching  Jason M. Hockman  Daenun Moon  Benjamin M. Thompson
Samuel S. Choi  Luke P. Hodnett  Kristen L. Moorefield  Kalen C. Thompson
Ashley E. Clark  Sean T. Hogan  William P. Morrison  Claire E. Tidwell
Edmund P. Coffay  Lauren C. Howard  Connor K. Moynahan  Stanton C. Trowbridge
Gregory T. Cole  Nancy L. Heslainte  Mark G. Murray  Justin D. Tuohy
Erinn C. Connor  Allison M. Hummel  Christopher J. Nicholas  Eric R. Veith
John R. Conroy  Wynn K. Hunsaker  Christian A. Nulty  Elizabeth A. Verhyden
John R. Cooke  Judith Hwang  Michael P. O’Loughlin  Christopher J. Walizer
Matthew R. Decenzo  Ryan M. Jayne  Houston E. Ostlund  Nicholas D. Waller
Kelli G. DeLille  James N. Jennings  Alisa M. Pascale  Jonathan L. Wauford
Margaret S. DeShazor  Mark T. Jeon  Amit B. Patel  Amy M. Weber
Christine M. DeVito  Edward M. Judge  Joseph M. Pereira  Hillary A. Wheatley
Michael J. Dockins  Kyle T. Kasulis  Nicholas T. Perkins  Jonathan L. Whited
Jack F. Doyle  Elizabeth G. Kelly  Rachel C. Plumb  Brent A. Willess
Elena M. Dulysh-Nusbaum  Julie C. Kessler  Christophe S. Pohl  Alexander P. Williams
Scott T. Dunn  Samantha M. Kidd  William J. Powell  Benjamin C. Williams
Jason T. Eaheart  Ryan C. King  Robert W. Powers  Benjamin P. Wentworth
Daniel B. Edelman  Nithin S. Kuchibhotla  David B. Ramras  Zihan Wu
Michael A. Edwards  Bryan P. Kuhn  Jeffrey F. Reed  Haley C. Young
Lee Eliav  Gregory L. Kuhn  Rachel C. Rees  Leah N. Zacherl

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