



Master of Business Administration
Handbook

Effective May 2021

COLORADO MESA UNIVERSITY

Master of Business Administration

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<https://www.coloradomesa.edu/business/mba/index.html>

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Overview

Colorado Mesa University began offering the first of its graduate level programs, the [Master of Business Administration](#) (MBA), in 1997-98. The MBA program at Colorado Mesa University is administered by the [Davis School of Business](#). The school is guided on academic policy matters by the [Office of Graduate Studies](#).

The Colorado Mesa University MBA is a challenging program designed to prepare graduates for the changing business world. The degree is awarded after successful completion of 36 semester hours of rigorous study. The program is designed to provide a broad background in business while allowing students to focus on various aspects of their study or areas specific to their career goals and business aspirations. To this end, students acquire knowledge of management operations; an appreciation of the interrelationships involved in business; an understanding of the economic, political and social environment in which business functions; and behavioral skills that are essential in the manager's role in the implementation of business decisions, as well as other functional areas. The MBA program endeavors to provide an atmosphere conducive to the development of each student's ability to think in a creative manner and to effectively problem solve. The program makes extensive use of the latest learning management systems to disseminate course materials, lectures, simulations, group projects, case studies and applied research. All of our courses are taught by qualified graduate faculty with exceptional experience in higher education and industry.

The [Colorado Mesa University MBA program](#) has three basic components: a 24-hour core, a 6-hour research component, and a 6-hour elective track.

Electives include such courses as management information systems, project management, human resource management, and many others.

The program is open to all baccalaureate holding applicants who can demonstrate, through academic transcripts, an appropriate background in core requirements including coursework in statistics, computer literacy, management, finance, marketing, and accounting. Students without this background or adequate depth are encouraged to complete leveling courses.

MBA Student Learning Outcomes

The curriculum of the Master of Business Administration program is designed around six specific student learning outcomes (SLOs), stated below, which align with CMU's master's level SLOs. Specific assignments and activities are used to assess how the program is meeting its SLOs. The MBA faculty makes periodic improvements to the program based on those findings. This continuous quality improvement process ensures a vibrant program for MBA students, faculty, alumni, and employers.

An annual review of the results from assessment is filed with [CMU's Assessment Office](#). The assessment reports over a six-year period form a significant portion of the Academic Program Review, which is evaluated by external reviewers. In turn, that information is included in periodic accreditation studies.

Upon completion of the MBA program, each graduate should be able to:

1. Apply business-specific knowledge within projects individually and/or collaboratively (Specialized Knowledge/Applied Learning);

2. Employ advanced mathematical, statistical methods, or other analytical processes to address issues within a business environment (Quantitative Fluency);
3. Create oral and written arguments or explanations, well-grounded in business related theories and methods (Communication Fluency);
4. Formulate and evaluate hypotheses as related to business problems, issues, concepts, and various perspectives (Critical Thinking);
5. Synthesize, evaluate, or refine the information base of various business scholarly sources (Information Literacy)
6. Articulate moral, ethical, legal, or professional challenges within the business environment. (Ethical Reasoning)

Admission to the MBA Program

MBA applications are accepted throughout the year with admissions decisions made shortly after the receipt of a completed admissions package. Upon approval, students may start the MBA program fall or spring semester, however, completed packages must be received at least 45 days prior to the start of the first semester.

- Part-time and full-time MBA admissions requirements and application can be found at our MBA Website:
<https://www.coloradomesa.edu/business/mba/admission.html>
- Students interested in the 3+2 MBA program can learn more about the requirements and apply via our MBA Website:
<https://www.coloradomesa.edu/business/mba/3+2-program.html>

MBA program admission for those without a Business Degree

Anyone with a baccalaureate degree is encouraged to consider pursuing the MBA degree and the opportunity for study is available for the non-business baccalaureate degree holder. For these students, a series of leveling courses is recommended to address any deficiency. For a list of suggested leveling course options, please visit our MBA [admissions requirements](#); [leveling Courses](#) to learn more.

Admission Expiration

Students who do not enroll in the semester in which they are admitted and who do not notify the program should reapply for admission and adhere to program admission deadlines. Students who wish to defer beginning the program may request deferred admission for a period of up to one calendar year with permission of the Program Director/Coordinator, Academic Department Head, and Director of Graduate Studies.

Workload and Time Expectations

Full-time graduate status at CMU is defined as six (6) credit hours per semester. A graduate student should expect to spend a minimum of four hours outside the classroom for every hour in the classroom. For example, if your class session is 2 hours, 45 minutes in length...you should estimate the **weekly requirement outside of class around 10 hours**. For online classes, there are no formal "class sessions" therefore you should plan on spending at least 13 hours or more per week on assigned readings, discussion boards, and other class activities and assignments. *Regardless if you are an on-campus or on-line student, the amount of effort and initiative you invest in your studies will impact the amount of learning you achieve during this course.*

APA Standards

The MBA program uses the *Publication Manual of the American Psychological Association*, (7th ed.), for all student writings in matters of ethical and legal standards, manuscript structure, clear and concise writing, mechanics of writing style, displaying non-text results, crediting sources, and providing references.

Regarding written work in particular, direct quotations, statements which are a result of paraphrasing or summarizing the work of another and other information, which is not considered common knowledge, must be cited or acknowledged, using APA format. As long as a student adequately acknowledges his or her sources and as long as there is no reason to believe that the student has attempted to pose as the originator, the student shall not be charged with plagiarism even though the form of the acknowledgement may be unacceptable. However, students should be aware that most professors require certain forms of acknowledgment and some may evaluate a project on the basis of form.

Writing Intensive Course Guidelines

Purpose: The goal of a writing intensive course is to strengthen students' written competency so they can effectively communicate within their fields of study. This also contributes to the Communication Fluency learning outcome where students need to be able to create written arguments or explanations, which are well-grounded in business related theories and methods.

Criteria: Writing intensive courses include a sustained focus on writing as demonstrated through multiple assignments and/or drafts, including progressive

papers (i.e. one paper that moves through multiple stages, with multiple drafts, with actionable feedback over the course of the semester). Students need to complete writing assignments involving drafts and revisions, with actionable feedback from faculty. Written assignments might range from journals, case studies, blogs, and research papers.

Particularly:

1. Students receive actionable feedback on their writing from faculty.
2. Students incorporate the feedback and substantially revise in subsequent writing.
3. Students and faculty use APA 7th edition as their writing standards. Of particular interest are the following sections:
 - a. Section 2 – Format
 - b. Section 4 – Writing Style and Grammar
 - c. Section 5 – Bias-Free Language Guidelines
 - d. Section 6 – Mechanics of Style
 - e. Section 8 – Works Credited in the Text
 - f. Section 9 – Reference List

Writing Intensive Courses (Updated AY19-20)

- BUGB 500 - Advanced Business Law and Ethics
- MARK 500 – Marketing Strategy

- MANG 510 – Leading Organizations
- MANG 501 – Operations Management
- MANG 590 – Business Strategy
- BUGB 530 – Research Design
- BUBG 595 – Research Practicum

Research

The MBA program requires a research practicum.

Practicum: For the research practicum, the student must complete a research project focused on a business related issue. The project is initiated, developed, conducted, completed, and reported by the student and must relate to as many courses completed in the MBA program as possible. Students will have a maximum of (14) weeks from the time of the Practicum proposal approval to complete the Practicum, Practicum report, and Practicum Oral Presentation. A specific timeline of deliverables will be provided during the BUGB 595 Research Practicum class. An electronic copy (PDF) of your completed Practicum is to be submitted to the Practicum Faculty. This report will be submitted to the Assistant Vice-President for Academic Affairs and submitted to the Tomlinson Library. The Practicum Oral Presentation will be recorded via Panopto and available to the BUGB 595 class during Finals Week.

Grades and Program Standing

Candidates must maintain an overall grade point average of 3.0 or higher and receive a letter grade of B or higher in all graduate classes. A grade of C in

a class means that class does not count toward graduation. Candidates receiving a D or F in any course will be dismissed from the program upon review by the MBA Graduate Committee and MBA Program Coordinator.

Any course where a student receives a C must be repeated the next time that course is offered and a grade of B or better achieved. A student may retake a course only one time. Only a total of two courses may be retaken. The occurrence of the third C will result in the student's removal from the program.

If a student's overall grade point average drops below 3.0, the student will be placed on probation. Failure to raise the overall grade point average back to 3.0 or higher the following semester will result in the student's removal from the program.

Concerns regarding any course grade should first be discussed with the course instructor. If a resolution cannot be reached, formal written appeal may be made to the Academic Department Head and MBA Program Coordinator. The grade will then be reviewed in a meeting by the Department Head, MBA Coordinator, instructor, advisor, and student. If resolution is not achieved during the meeting, the steps outlined within the [CMU Graduate Policies and Procedures manual](#) regarding 'Appeals' should be followed.

A student may be dismissed from the program for non-academic reasons such as unethical conduct, unprofessional behavior, an inability to successfully meet the demands of the program of study, or other reasons that may be documented by Academic Department Head, MBA Program Coordinator, faculty and staff. When a concern about a student's performance arises, the student will be asked to meet with the student's graduate advisor and the MBA

Program Coordinator to review documentation and determine appropriate action. For details, see [CMU Graduate Policies and Procedures](#).

Program of Study

Specific student requirements will be determined by your MBA Advisor upon admission and completion of the degree plan. Additional coursework and additional requirements may be needed and will be determined upon admission and completion of the Degree Planning Sheet within [DegreeWorks](#). The student should coordinate a meeting with their assigned MBA Advisor to complete the Degree Planning worksheet before completing the first semester in the MBA program.

Current MBA Program Requirements can be found with the [CMU Catalog MBA Degree Requirements](#).

Required Core Courses (24 credit hours):

ACCT 500 Managerial Accounting

BUGB 500 Advanced Business Law and Ethics

ECON 530 Managerial Economics

FINA 500 Financial Strategy

MANG 501 Operations Management

MANG 510 Leading Organizations

MANG 590 Business Strategy

MARK 500 Marketing Strategy

Research Courses:

BUGB 530 Research Design

BUGB 595 Research Practicum

Track Courses (6). See [MBA Degree Requirements](#) for details

General Policies

Up to nine credit hours may be taken in a “non-degree seeking student” status and later applied to the program requirements. Up to nine credit hours of applicable courses, with a grade of “B” or higher, may be transferred from a regionally accredited institution into the program. Transfer courses must be approved by the Registrar’s Office and your MBA Advisor prior to taking the courses by completing a “[Transfer Agreement](#)” form.

MBA Contacts and Committees

The MBA Program is administered at the departmental level by the Academic Department Head, MBA Program Coordinator, MBA Liaison, MBA Admissions Committee and the MBA Committee:

- **Academic Department Head:** [Dr. Christine Noel](#) 970-248-1580
- **MBA Program Coordinator:** [Dr. Kyle B. Stone](#) 970-248-1969
- **MBA Program Liaison:** Ms. Annie Shoberg 970-248-1778


MBA Admissions Committee:

- [Dr. Christine Noel](#) – Assistant Professor of Accounting
- [Dr. Kyle Stone](#) – Associate Professor of Business / Committee Chair
- Ms. Annie Shoberg – Professional Staff Assistant

MBA Committee:

- [Dr. Christine Noel](#) – Assistant Professor of Accounting, Department Head
- [Dr. Kyle Stone](#) – Associate Professor of Business / Committee Chair
- Ms. Annie Shoberg – Professional Staff Assistant
- [Dr. Steven Norman](#) – Professor of Business
- [Dr. Richard Vail](#) – Professor of Business
- [Dr. Shaing-Lih Chen-McCain](#) – Assistant Professor of Business
- [Dr. Yen-Sheng Lee](#) – Assistant Professor of Business, Finance

3-Year Course Planning Guide

 Colorado Mesa University Master of Business Administration 3-Year Course Planning Guide <small>(All Courses delivered online only)</small>		Fall (16-Week)	Spring (16-Week)	Summer		
Year		BUGB 500 – Advanced Business Law and Ethics MANG 501 – Operations Management BUGB 530 – Research Design **	FINA 500 – Financial Strategy * MARK 500 – Marketing Strategy * MANG 510 – Leading Organizations MANG 590 – Strategy ** BUGB 595 – Research Practicum **			
2021-2022	Fall 1 st Mod (8-Week) ACCT 500 – Managerial Accounting * CISB 505 - Advanced Project Management BUGB 599 - Internship	Fall 2 nd Mod (8-Week) ECON 530 – Managerial Economics * BUGB 599 - Internship	Spring 1 st Mod (8-Week) HRMA 520 - Human Resource Management BUGB 599 - Internship	Spring 2 nd Mod (8-Week) BUGB 599 - Internship	8-Week BUGB 599 - Internship	
Year	Fall (16-Week)	Fall (16-Week)	Spring (16-Week)	Summer		
2022-2023	BUGB 500 – Advanced Business Law and Ethics MANG 501 – Operations Management BUGB 530 – Research Design **	Fall 1 st Mod (8-Week) ACCT 500 – Managerial Accounting * ENTR 550 - Entrepreneurship BUGB 599 - Internship	Fall 2 nd Mod (8-Week) ECON 530 – Managerial Economics * BUGB 599 - Internship	Spring 1 st Mod (8-Week) ACCT 505 - Advanced Fraud & Forensic Acct. BUGB 599 - Internship	Spring 2 nd Mod (8-Week) BUGB 599 - Internship	8-Week BUGB 599 - Internship
Year	Fall (16-Week)	Fall (16-Week)	Spring (16-Week)	Summer		
2023-2024	BUGB 500 – Advanced Business Law and Ethics MANG 501 – Operations Management BUGB 530 – Research Design **	Fall 1 st Mod (8-Week) ACCT 500 – Managerial Accounting * CISB 505 - Advanced Project Management BUGB 599 - Internship	Fall 2 nd Mod (8-Week) ECON 530 – Managerial Economics * BUGB 599 - Internship	Spring 1 st Mod (8-Week) HRMA 520 - Human Resource Management BUGB 599 - Internship	Spring 2 nd Mod (8-Week) BUGB 599 - Internship	8-Week BUGB 520 – Seminar in current Business Topics BUGB 599 - Internship

*These four courses need to be taken at the beginning of the program: ECON 530, ACCT 500, FINA 500, and MARK 500
 **These three courses are required to be taken during the last 12 hours of the program: BUGB 530, MANG 590, BUGB 595

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