

SATURDAY MBA HANDBOOK

MASTER OF BUSINESS
ADMINISTRATION

A stylized, monochromatic illustration of the Southern Oregon University archway. The archway is a dark blue silhouette with the words "SOUTHERN OREGON UNIVERSITY" written across it in a lighter blue, sans-serif font. Below the archway, there are silhouettes of a building with arched windows and some foliage. The entire illustration is set against a background of light blue and brown horizontal bands.

SOUTHERN OREGON UNIVERSITY

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Introduction

The Master in Business Administration Student Handbook is an orientation and reference guide for program participants, faculty, and staff. Please keep in mind that the policies and procedures outlined within are specific to the program and are subordinate to the policies of the Oregon University System and Southern Oregon University. Information detailed in this handbook is subject to change as the program evolves. For the most current version of the handbook, please go to the *Blackboard Site: SOU MBA Program (see section on Communications)*.

This handbook is a general reference to the structure, policies and operational procedures of the Master in Business Administration program. It is not intended to be a fully comprehensive planning guide. Participants are expected to consult with the program coordinator.

Program Description

The Saturday Master in Business Administration (MBA) program offers an innovative approach to meet the needs of working professionals who wish to pursue an advanced degree in business, but whose busy work and personal schedules make attending evening or weekday graduate courses difficult. The Saturday MBA program is a seven-term, 21-month program that features a highly interactive and practical approach to learning. The ability to work closely with faculty, fellow participants, and executives provides tremendous networking opportunities.

Participants completing the program earn a Master in Business Administration degree (MBA) from Southern Oregon University, a public liberal arts institution within the Oregon University System.

The Saturday MBA program is a 45 credit-hour course of study consisting of eleven 3-credit core courses, one 1-credit ethics course, two 4-credit elective courses, and one 3-credit capstone course. The program is designed on a *cohort* model: all participants start and proceed through the program together. Course delivery will consist of dynamic interaction in face-to-face sessions and high quality online instruction, depending on course topics and objectives.

Learning Outcomes

The program will include the following learning outcomes:

Decision-Making Skills

Students will use analytical and critical thinking skills to evaluate information, solve problems, and make sound decisions. Students will be able to:

- Use appropriate decision-making tools to apply in specific business decision-making processes including economics, financial, statistical, accounting concepts and models.
- Synthesize and evaluate relevance of data.
- Identify and use appropriate modes of inquiry to business-related research problems including online resources and library research material.

Communication Skills

Students will communicate effectively in various forms. Students will be able to:

- Develop well-written reports, memos, and letters that explain findings, organize ideas coherently, and justify conclusions or recommendations.
- Make effective oral presentations that explain findings, organize ideas coherently, and justify conclusions or recommendations.

Interpersonal Skills

Students will develop and understand the importance of social, professional and interpersonal skills relevant to the workplace. Students will be able to:

- Apply general concepts of ethical behavior in dealing with stakeholders.
- Understand and respect diversity in the workplace.
- Appreciate the impact of globalization and multiculturalism.
- Understand the role of group dynamics in achieving organizational goals and apply the skills needed for effective teamwork.

Technology Skills

Students will develop skills in using technology ethically and effectively in a variety of managerial applications. Students will be able to:

- Apply information technology to data analysis and organizational communication.
- Access and extract information from databases.

Admission Policies

Admission Criteria

To be considered as a qualified applicant, in addition to completing a bachelor degree from an accredited college or university, all applicants are required to meet one of the following criteria:

- Undergraduate GPA of 3.0 or above in the last 90 quarter hours (60 semester hours), towards a baccalaureate degree (or towards a graduate degree program).

OR

- GMAT score of 500 or above taken within the past five years.

All application packets will be reviewed by the MBA Selection Committee. Applicants who do not meet one of the above criteria may be considered for conditional admission (see Conditional Admission below).

Applicants will be required to submit the following:

- SOU Application for Graduate Study with application fee
- Official transcripts from all universities or colleges attended for credit
- Application for the Master in Business Administration
- Two evaluation forms completed by professors or employers
- Statement of purpose (maximum 400 words)
- Professional resume
- GMAT scores, if necessary
- TOEFL score of at least 540 (paper) or 207 (computer) or 76 (Internet) for international students.

Each application packet will be reviewed by the MBA Selection Committee, consisting of School of Business administrators and faculty members. Recommendations from the MBA Selection Committee for admissions will be based on the quality of the information provided in the application packet then forwarded to the dean of the business department for final approval.

Application Procedures

The deadline to apply for admission to the Saturday MBA program is March 1. While applications are accepted throughout the year, applications will only be reviewed at the official deadline. To apply to the Saturday MBA program each applicant is required to fulfill admission requirements for SOU and the MBA program.

Admission to SOU

To the SOU Office of Admissions, 1250 Siskiyou Blvd., Ashland, OR 97520

1. A completed SOU Application for Graduate Study with application fee of \$50
2. Official transcripts from **ALL** universities or colleges attended for credit. Official transcripts must be sent directly to the SOU Office of Admissions.

Admission to the MBA Program

To the Saturday MBA Program Office, School of Business, Southern Oregon University, 1250 Siskiyou Blvd, Ashland, OR 97520:

1. A completed Application for the Master in Business Administration (<http://www.sou.edu/business/mba>).
2. Two evaluation forms completed by professors or employers.
3. Statement of purpose (maximum 400 words).
4. Professional resume.
5. GMAT test scores (500 or above) taken no more than five years previously, **if necessary** (see Admission Criteria),
6. For international students, a TOEFL score of at least 540 (paper), 207 (computer), or 76 (Internet).

Evaluation Forms

Applicants are required to submit reference forms from two individuals who are knowledgeable about their skills and potential. The evaluation forms should be distributed to individuals qualified to describe the applicant's ability to succeed in this program based on their observations of previous professional or academic work. Candidates are advised to consider requesting evaluations from people who know them in a variety of roles.

Statement of Purpose

Applicants are required to provide a maximum 400-word personal statement detailing their qualifications and motivation for participating in this degree program. This statement provides the admissions committee with information on applicants' writing skills and the fit between an individual's career goals and what this program can offer.

Professional Resume

Applicants must submit a professional resume to provide a detailed and comprehensive view of their career history.

Applicants are notified in writing regarding admission status. For information on the status of an application, applicants should contact the MBA program coordinator.

International Applicants

International participants in the MBA program bring a welcome diversity in experience and perspective. International applicants must meet all University and program requirements for admission. In addition, it is expected that international candidates demonstrate a command of English that exceeds the minimum standards set by the University, as the program's courses are too demanding to accommodate remedial work in English. A TOEFL score of at least 540 (paper), 207 (computer), or 76 (Internet) is required for graduate study at SOU.

For more information, refer to the international student application form on the SOU website or contact the University Admissions office.

Candidate Selection

The MBA Selection Committee comprised of SOU administrators and faculty members will review each application packet. Candidates are evaluated based on the overall quality of the information provided in the application packet.

Applications must be submitted by March 1 for admission for the fall term. This early admission deadline allows students to complete prerequisite requirements if needed. A limited number of students are accepted into each annual cohort. Once the cohort is full, additional qualified applicants will be placed on a waiting list for admission to the cohort the following fall term.

Admission Status

Full Admission

Applicants will receive full admission to the MBA program if a complete application packet is submitted by the admission due date, all admission requirements have been met, a favorable recommendation has been granted by the MBA Selection Committee, and approval has been received from the department dean. Once accepted, applicants will be required to sign and return an Admission Acknowledgment form by the date set forth in the admission letter. An additional admission due date may be scheduled after May 1 providing space remains available in the current cohort.

Conditional Admission

Applicants may receive conditional admission if records indicate deficiencies (GPA below 3.0, GMAT score below 500, or inadequate preparation in the discipline of Business) but show promise of success in graduate study. To apply for conditional admission, applicants must request consideration for review by the MBA Selection Committee. If the applicant is granted a favorable recommendation, completes an interview with the MBA Selection Committee, and admission slots are available, conditional admission will be granted. Students offered conditional admission must meet the specific requirements stated at the time of admission set forth by the MBA Selection Committee to remain in the MBA Graduate Program.

Conditional admission may also be granted to applicants who are required to complete prerequisites prior to full admission.

Applicants granted conditional admission status must maintain a cumulative GPA of 3.0 or above for all MBA courses upon completion of their second term. Any applicant not maintaining a cumulative GPA of 3.0 or above upon completion of their second term will not be allowed to continue in the program.

Denial

Applicants will be denied admission to the MBA program if an application packet is incomplete or does not meet the criteria or level of quality required by the MBA Selection Committee. Applicants denied admission will receive a denial letter.

Program Prerequisites

Although no particular undergraduate major is required for admission, participants not having earned a business degree (or completed the equivalent business courses) may be required to demonstrate proficiencies in the areas of accounting, elementary statistics, economics, and/or computer applications. Participants may demonstrate their proficiencies in the above areas through testing or enrollment in the corresponding prerequisite course(s). All testing and required prerequisite courses must be completed by the close of winter term in the first year of the program. Failure to complete required prerequisite courses will result in termination from the program.

Tuition and Fees

Tuition may be paid in three installments throughout the term if desired. Tuition and fees are subject to change from year to year as determined by the Oregon University System. For the most current rates refer to the table linked to the Registrar's website.

Full-Time Status

Full-time status is granted when a student enrolls for nine or more credit hours. Total fees for full-time status include fees for building and health center assessments. The health center assessments fee includes health insurance mandated by the Oregon Legislature.

Additional Fees

Late fees and revolving charge fees may be assessed when tuition is not received by the due date. For information about payments, contact Enrollment Services Center.

Financial Aid

Federal student loans are available to qualifying students enrolled in a minimum of 5 credits per term. Application should be made by visiting the FAFSA website: www.fafsa.ed.gov. Participants are encouraged to contact the Enrollment Services Center directly for a full review of financing options.

Scholarship opportunities may be available. For information regarding current scholarships contact the MBA program coordinator or the MBA office assistant.

Many program participants receive support from their employers to offset educational expenses. Participants are encouraged to contact their employers to explore financial support options.

Graduate assistantships are available in some academic departments and administrative units. To hold a graduate assistantship, students must gain regular admission to a master's degree program. They must also have an approved master's degree program on file no later than the first week of the initial term of appointment as a graduate assistant and must successfully pursue the program at a rate defined in the General Regulations for Appointment of Graduate Assistants. To seek available graduate assistantships students must contact individual departments and administrative units on the main Ashland campus to inquire about such positions.

Academic Standards

Grading

All MBA courses must be taken for a letter grade (P/NP option will not be accepted). Credit towards the degree will not be assigned for any course with a final grade lower than a C (73-76.9%)

A = 93-100%	C = 73-76.9%
A- = 90-92.9%	C- = 70- 72.9%
B+ = 87-89.9%	D+ = 67-69.9%
B = 83-86.9%	D = 63-66.9%
B- = 80-82.9%	D- = 60-62.9%
C+ = 77-79.9%	F = <60%

Academic Probation

MBA candidates must maintain a minimum cumulative GPA of 3.0 throughout the program. If a candidate's cumulative GPA falls below 3.0, the candidate will be placed on academic probation and notified by the program coordinator. Any candidate placed on academic probation must petition the department dean for permission to continue in the program. If permission is granted, a cumulative GPA of 3.0 or above must be achieved by the candidate the following term. Candidates not meeting this requirement will be terminated from the program. Candidates placed on academic probation a second time will automatically be terminated from the program.

Professional Ethics

Graduate students are expected to honor standards of ethical practice appropriate to academic life and to meet the expectations expressed in the SOU Student Rights and Responsibilities Handbook.

The Graduate Council considers the following to be examples of flagrant violations: cheating, plagiarism, forgery, physical abuse or threat of physical abuse against college personnel or of other students, and theft of university property.

Candidacy for the MBA graduate degree will be denied, suspended or revoked should it be established that an individual is a discredit to his peers by dishonoring the graduate study experience through any flagrant violation of the ethics of scholarship and higher learning. Students may exercise their right of appeal to such a decision according to the procedures outlined in the *SOU Student Rights and Responsibilities Handbook* which can be found at <http://www.sou.edu/studentaffairs/>.

Student Responsibilities

On offer of admission to the Saturday MBA program, applicants must verify their acceptance of the admission and their understanding and acceptance of the terms and conditions in this handbook by signing and returning an Admissions Acknowledgement Form included with their acceptance letter. Program participants are also expected to review the portions of the SOU catalog pertaining to graduate study at the University. The Master in Business Administration policies may not conform to other graduate programs at SOU. The practices and policies outlined in this handbook pertain specifically to this program. Conversely, the policies and practices in other graduate programs may not apply to this program.

MBA participants are expected to conform to professional and ethical standards of conduct consistent with their graduate status and professional orientation. The Code of Conduct for graduate students can be found at <http://www.sou.edu/graduatestudies/general.html>. The University's Student Code of Conduct is provided in the *SOU Student Rights and Responsibilities Handbook*, which can be found at <http://www.sou.edu/studentaffairs/>

Student Orientation

All students are **required** to attend a Saturday orientation to the program. Orientation will be scheduled prior to the start of the fall term year one and will include information regarding course offerings, administrative policies, and student expectations.

Student Attendance

Attendance is critical to the student's success and to the credibility of the program. Individual instructors have the discretion to set attendance policies for their courses. Students are encouraged to learn of these policies prior to the beginning of each term.

Appeals and Grievance Procedures

A student may submit an appeal regarding academic status or course grades to the Appeals Committee. Appeals arising from challenges to University or program decisions follow the procedures outlined in the *Graduate Studies* portion of the SOU catalog. The Appeals Committee shall be comprised of the MBA program coordinator, dean of the school of business, and the chair of the graduate council.

The grievance procedure is also outlined in the catalog. A MBA participant with a grievance arising from treatment in a course or program-related context should first consult with the Director of Graduate Programs to identify a solution. If the grievance cannot be resolved at this point, the participant may undertake formal grievance procedures as outlined in the *SOU Student Handbook* found at the SOU website: <http://www.sou.edu/studentaffairs/>.

Advising

The MBA program coordinator, Dr. Donna Lane, is responsible for advising participants and assisting with course enrollment. Because courses are offered in a cohort format, it is imperative that participants follow the established course sequencing. Any student who deviates from the cohort course sequencing will not graduate at the same time as their original cohort.

Advising may be arranged by appointment on the Ashland campus, the Higher Education Center, or at another mutually convenient site. Course-specific advising can be arranged through the individual instructors. Participants with questions pertaining to specific course content or policies are encouraged to contact the course instructor directly.

University Services

University services are available at the Higher Education Center located at 101 S. Bartlett in Medford. Services are also available in Ashland at the main campus.

Bookstore

Textbooks may be purchased during the first two weeks of each term at the Higher Education Center. Contact the Higher Education Center for hours of operations. Textbooks may also be purchased online at soubookstore.collegetstoreonline.com/ from the main Ashland campus bookstore and mailed or held for pick up.

Note: Purchasing textbooks in advance may be necessary to complete readings required of courses prior to attending the first class session. Refer to the course syllabus or contact the professor for further information regarding textbooks and readings.

Cashier

Tuition and fees may be paid from 10:00-4:00 Monday through Friday at the Enrollment Services Center in Britt Hall at the main campus in Ashland. Payment is accepted by check or credit card. Online payment is also available via SIS Web.

Library

The Hannon Library located at the main Ashland campus houses a number of collections and journals conducive to business studies. Library databases can be accessed online from the library homepage. Interlibrary loans are also available and can be requested online and picked up at the Hannon Library. The library features group study rooms, computer labs, laptop checkouts, and a coffee/deli shop. Refer to the library homepage for more information regarding library services.

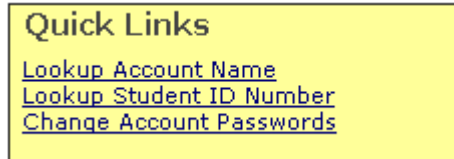
Computer Account/Student Identification Number

Each student is provided with a computer account upon admission to the university that consists of a username and password required for logging on to campus networked computers. Steps on obtaining a username and student ID number are listed below. The password for each student is the student's birth date expressed in six digits: mmddyy (without punctuation). The username obtained will be consistently used for all SOU business.

Steps to finding your username and student ID number:

Go to the following link: <http://www.sou.edu/it/students/>.

Step 1: Click on the link “Lookup Account Name” under Quick Links.



Step 2: Following the directions on the next page entitled “New Student Accounts” and fill-in the appropriate information in the provided textboxes.

Step 3: Go back to Quick Links and click on the link “Lookup Student ID Number”

Step 4: With your provided Login and Password fill in the textboxes provided in the page entitled “SOU ID NUMBER” and click on the button “GetID”

Refer to the student computing homepage at:

www.sou.edu/studentcomputing/labs/ for more information regarding lab policies and rules, locations, hours available, printing charges, and computer specifications.

Email

Email accounts are provided by the university for enrolled students. Student email accounts can be accessed via the Internet at www.sou.edu/anywhere. Accessing student email accounts requires a username and password consistent with the computer account identified above. Student email addresses consist of a username followed by @students.sou.edu. To forward SOU emails to an existing email account refer to:

www.sou.edu/studentcomputing/emailsetup/.

Student Information System (SIS) Web

SISWeb is a secure, interactive web application located at www.sou.edu/sis/ that allows students to easily view their own student data. SISWeb is normally available daily between the hours of 6:30 am and 3:30 am. SISWeb is unavailable one day a month and other dates periodically for maintenance and/or upgrades. The following activities can be completed through SISWeb:

- Display Grades
- Display/Order Transcripts
- Order Enrollment Verifications
- Register for Classes
- Check Wait List Status
- Run Degree Evaluation
- View Student's Class Schedule
- View Account Information
- View Holds
- View/Update Addresses
- Make Credit Card Payment
- View/Make Electronic Payment
- View 1098-T Tax Information
- Make Purchases (Parking permit and Fitness Center)

Forms

A variety of forms relating to financial information may be obtained at the Higher Education Center, the main Ashland campus, or on the Business Services website at www.sou.edu/Bus_serv/student_fin_info/student_fin_info.html

Completed forms may be delivered to the main Ashland campus or delivered to the Higher Education Center and forwarded to the main campus via inter-campus mail for processing.

ID Cards

Current student ID cards (OneCard) are required to check-out materials from the SOU Hannon Library and for receiving financial aid. Staff members at the Higher Education Center are available to take photos for student ID cards. Cards are processed at the main Ashland campus and may be picked up subsequently at the Higher Education Center.

Schedules and Transcripts

Staff members at the Higher Education Center can assist with registration and provide a schedule of courses offered in Medford. Official transcripts may also be ordered at the Higher Education Center. These services are also available at the main Ashland campus.

Communications (Blackboard)

Blackboard is an online instructional tool that may be used in any course offered by SOU. It allows instructors to post their syllabi, course materials, assignments, and quizzes. It also serves as a forum for out-of-class discussion and communication via e-mail. Enrolled students are automatically signed up when an instructor establishes a Blackboard site for a course.



To log on to Blackboard, participants must go to: <http://courses.sou.edu> (note that there is no “www” in this address) and then follow the instructions on the log-in screen to access their Blackboard account. Any Blackboard courses that they are enrolled in will be listed on the right-hand side of the screen. (Note: not all courses will have Blackboard sites.) Clicking on the course name in the list will open that particular Blackboard course. Once inside a course, participants should go to “Student Tools” and verify that the e-mail address listed is their preferred address for receiving MBA-related e-mail.

SOU MBA Program Blackboard Site

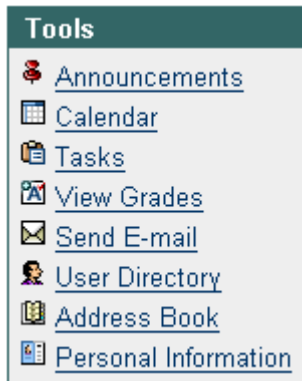
An MBA Blackboard site entitled *SOU MBA Program* has been created for all current MBA students. This Blackboard site will be used as a content repository for administrative and program information and a primary communication tool among students and between students and the MBA coordinator, incorporated within this site is information regarding the MBA Association.

Once you have logged on to Blackboard (www.courses.sou.edu) and selected the SOU MBA Program site, access your Personal Information from the Main Page by following the directions below to change your email and password.

1. CHANGING YOUR PERSONAL EMAIL IN BLACKBOARD

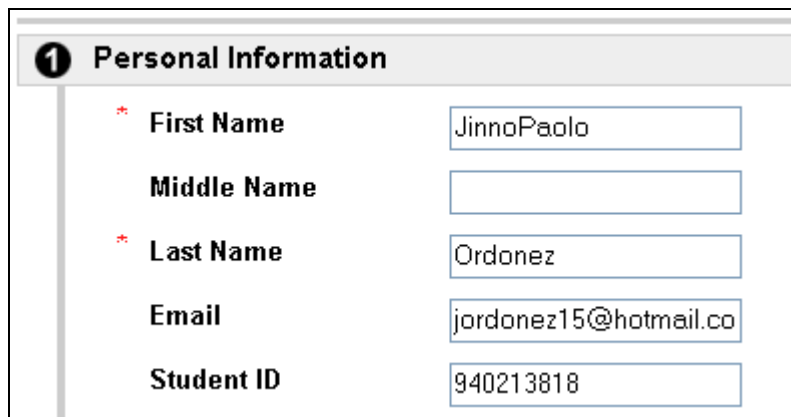
It is essential for you to always update your email address. The default email address is provided by the school, which will be your student account (i.e. username@students.sou.edu). You will want to change this if you are accessing a different email account.

Step 1: Click on “Personal Information” located in the left panel under “Tools.”



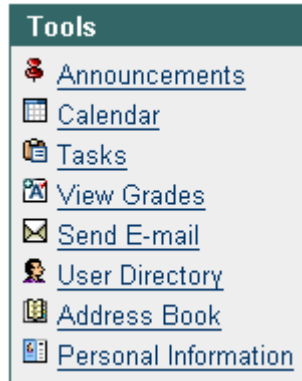
Step 2: From the provided menu click on “Edit Personal Information.”

Step 3: Fill in your personal information and your desired email address in the provided textbox for email. Refer to the section on Computer Account/Student Identification Number on how to obtain your Student ID.

A screenshot of the Blackboard 'Personal Information' form. The form has a title bar with a '1' icon and the text 'Personal Information'. Below the title bar, there are five rows of text input fields. The first row is labeled 'First Name' with a red asterisk, and the field contains 'JinnoPaolo'. The second row is labeled 'Middle Name' and is empty. The third row is labeled 'Last Name' with a red asterisk, and the field contains 'Ordonez'. The fourth row is labeled 'Email' and the field contains 'jordonez15@hotmail.co'. The fifth row is labeled 'Student ID' and the field contains '940213818'.

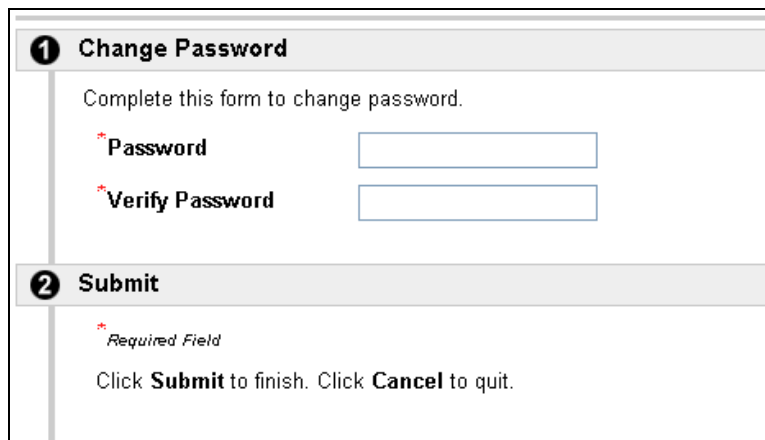
2. CHANGING YOUR PASSWORD IN BLACKBOARD

Step 1: Click on “Personal Information” located in the left panel under “Tools”.



Step 2: From the provided menu click on “Change Password”

Step 3: Fill in the new password in the provided textbox and click submit.

A screenshot of the Blackboard 'Change Password' form. The form is titled '1 Change Password' and contains the following text: 'Complete this form to change password.' Below this text are two input fields: '* Password' and '* Verify Password'. Below the input fields is a section titled '2 Submit' which contains the text: '* Required Field' and 'Click **Submit** to finish. Click **Cancel** to quit.'

Participants who experience difficulties in accessing a Blackboard site should contact the MBA program coordinator.

Communication Protocols

The primary function of Blackboard is to facilitate communication regarding the MBA program and the courses offered in the MBA program. The following guidelines have been established for communications:

Overall Tone

Without exception, the overall tone of correspondence should remain professional and courteous. Not only is this a sign of respect for the other members of the cohort, it also demonstrates a level of professionalism which will be observed by non-cohort members who are also subscribers. Non-cohort members may include course instructors and other administrative stakeholders.

Personal vs. Blackboard Discussion Response

When posting and responding to messages in a discussion board, candidates should consider whether a response is appropriate for all subscribers or if it would be more appropriate to direct the communications to the individual through other means.

Computer Requirements

MBA candidates are required to have access to a reliable Internet connection. Candidates are also required to have Microsoft Office with a minimum of Word, Excel, and PowerPoint included. Computer labs are available for student access on at the Higher Education Center in Medford and at several locations on the main Ashland campus. Refer to the Computer Lab section of this handbook for more information regarding computer labs.

Program Logistics

MBA core courses are taught primarily at the Higher Education Center located at 101 S. Bartlett in Medford. Two core courses are taught each term meeting on Saturday from 9-12 and 1-4. During the first term, participants will also enroll in a 1-credit Ethics course. Elective courses may be offered over a term or in a variety of compressed schedules. The course descriptions are provided in this handbook. Elective choices must be discussed with and approved by the MBA program coordinator.

The program is designed on a *cohort* model: all participants start and proceed through the program together. If a student does not follow the program plan, the student will not be allowed to continue with their cohort. A student who leaves a cohort must reapply to be admitted to the next cohort.

MBA Program Curriculum

The 45-credit MBA program curriculum consists of the following components:

Cornerstone Courses (6 Credit hours)

- Global Leadership (3)
- Critical Analytical Thinking and Communication (3)

Foundation Courses (6 Credit hours)

- Managerial Accounting for Decision Making (3)
- Applied Economics and Financial Analysis for Business (3)

Core Courses (22 Credit hours)

- Information Systems (3)
- Marketing Management and Strategies (3)
- Advanced Organizational Behavior (3)
- Strategic Operations Management (3)
- Graduate Research Project (3)
- Legal Issues in Business and Management (3)
- Financial Management Practices (3)
- Ethics (1)

Approved Graduate Electives (8 Credit hours)

Graduate Capstone Course (3 Credit hours)

Students work on applied team projects using knowledge gained in the MBA program to serve regional organizations.

Course Transfer Policies

A student may transfer up to 15 quarter credits of approved graduate coursework earned from an accredited college or university taken prior to full admission to the MBA program. Such courses must be appropriate for the MBA program and approved by the program coordinator and the dean of the school of business. No more than six quarter credits may be transferred from a previously earned master degree. Transfer courses cannot exceed seven years since the time of completion. Exceptions may be granted regarding courses exceeding seven years since completion pending approval of the MBA program coordinator and review of course syllabi. If an exception is granted, up to 12 quarter credits (exceeding seven years but less than ten years since completion) will be transferred.

Articulation of SOU Master in Management (MiM) and Saturday MBA Curriculum

It is possible for individuals to complete both the MBA and the MiM degrees or to switch from one program to the other. In any case, formal application to the desired program(s) must be submitted and accepted. An additional application for graduate study at SOU will not be required for any current program participant applying to transfer but, applicants must be in good standing in their current program to be considered for admission. Admission to one program does not guarantee admission to the other program.

Transfer Credits between SOU MiM and SOU MBA

When transferring from one program to the other, current participants may transfer up to 15 credits of coursework. The two curricula have been articulated as follows:

- MiM 515 (MIS) and MBA 515 (IS) are considered to be equivalent courses and will count toward meeting the core requirements of either degree.
- MiM 517 (HR Environment) and MiM 519 (Legal Issues) together are equivalent to MBA 521 (Legal Issues in Business Management). MiM 517 and MiM 519 may transfer to the MBA program as **3 core credits** (MBA 521) **plus 3 elective credits**. MBA 521 transfers to the MiM program as only **3 core credits**, but meets the requirements for MM 517 and MiM 519.
- All other core courses in either program will transfer as elective credits.

MiM Curriculum	MBA Curriculum
512 Budget & Finance – 3	509 Ethics – 1
513 Strategic Management – 3	510 Global Leadership – 3
514 Practical Research – 3	511 Critical Analytical Thinking & Communication – 3
515 Management Information Systems* – 3	512 Marketing Management & Strategies – 3
516 Org. Leadership & Communication – 3	514 Strategic Operations Management – 3
517 The Human Resource Environment* – 3	515 Information Systems*– 3
518 Marketing for Public & Private Org’s – 3	516 Managerial Accounting – 3
519 Legal Issues in Management *– 3	519 Graduate Research Project – 3
520 Orientation to Graduate Study – 1	520 Applied Economics & Finance – 3
521 Society, Ethics, & Management – 1	521 Legal Issues in Business Management*– 3
598 Capstone Project – 3	575 Advanced Organizational Behavior – 3
Electives – 16	585 Financial Management Practices – 3
	590 Capstone – 3
	Electives – 8

* Indicates courses that are transferable from one program to the other.

Course Registration

Participants are responsible for completing course registration online. Information about courses is available online at <http://www.sou.edu/cgi/schedule.cgi>. The “Advanced Search” feature makes it possible to identify graduate level courses, evening courses, etc.

To register online:

1. Note the four-digit course reference numbers (CRN’s) for desired courses in the online schedule.
2. Go to: <http://www.sou.edu/sis> (SIS Web). Follow the link to log in.
3. The log-in screen provides instructions for accessing student records and services. The Student Identification is up to eight letters of the student’s last name followed by the first initial and the password is the student’s birth date expressed in six digits: mmddyy (without punctuation). Students are required to change their password the first time they log in to SIS Web. The password must be six digits (no letters).
4. Once logged in, select Student Records and then follow the “Add/Drop Courses” link to select courses to add. For assistance in online registration, contact the program manager.

Caution: Inability to log-in correctly three times in succession locks a student out of SIS Web and requires the intervention of the Registrar. The Registrar may reset a student’s password to the original birth date by request in person or by a fax and requires a copy of the student’s photo ID.

Students are advised to register for courses up to six weeks prior to the beginning of each term. Courses dropped prior to the term start date are fully refundable. Otherwise, refunds are incremental as outlined in the SOU course schedule. The program coordinator can provide assistance in dropping a course after classes have started if needed.

Student Assessment

Student assessment will be evaluated through a comprehensive written examination administered during year two of winter term. Any student who does not successfully pass the written examination will be given the opportunity again during year two of spring term to do so. If a student fails the exam during the second sitting, the student must meet with the MBA coordinator to discuss further procedures.

Program Completion and Graduation

All MBA coursework must be completed with a minimum GPA of 3.0 in order to qualify for graduation. Candidates should apply for graduation during the term *prior* to their last term of the program. Degree applications for Master in Business Administration are available online. A graduation application fee of \$70 will be assessed when the application is filed.

The MBA program office will notify degree candidates confirming the completion of graduation requirements. Commencement information is provided directly by the Registrar's office and is available online by going to <http://www.sou.edu/commencement>. Commencement regalia may be purchased online or by calling the SOU Bookstore.

Participants who plan to complete their program coursework over the summer may participate in graduation ceremonies in June with the permission of the graduation program administration. The general criteria for permission include:

- ❖ Satisfactory progress in courses taken and completed to date.
- ❖ Completion and presentation of the capstone project.
- ❖ Fewer than 8 credits of coursework remain to be completed.
- ❖ Approval by the MBA program coordinator of courses to be taken in the summer term.

Description of Core Courses

MBA 509 Ethics

1 credit

Through case studies, class presentations, and guest speakers, students will be introduced to the contemporary issues of ethics and corporate social responsibility (CSR) that face the business community.

MBA 510 Global Leadership

3 credits

This course will help students understand how leadership theories and practices are affected by cultural differences. Students will study a variety of leadership styles from different countries. Topics such as contract negotiations, human resource management, and employee motivation, recruitment, and retention will be covered from an international cultural perspective.

MBA 511 Critical Analytical Thinking and Communications

3 credits

In a small-group format, students will analyze, debate, write, and present on a variety of topics affecting managers. The ability to make effective and compelling arguments orally and in writing will be developed.

MBA 512 Marketing Management and Strategies

3 credits

The student will learn how to plan and implement effective marketing strategies. Case analysis and research in strategic applications will be utilized. The main emphasis of the course is to successfully address marketing challenges faced by actual businesses.

MBA 514 Strategic Operations Management

3 credits

A case-oriented course requiring students to apply contemporary operations management techniques and tools to realistic situations. Computer-based operations management models are utilized as decision-making tools.

MBA 515: Information Systems

3 credits

Examines the role of information systems (IS) in contemporary business organizations. Provides an overview of key information systems and technologies. Emphasizes the management behavior, knowledge, and skills necessary to participate in making decisions about information systems. Also introduces current trends and drivers, including emerging technologies that affect the present and future of information systems.

MBA 516 Managerial Accounting for Decision Making

3 credits

This course explores the accounting function of an organization from a managerial perspective. Three aspects are covered: (1) an understanding of cost characteristics, cash flows, and reporting; (2) the appropriate application of costs in decision-making; and (3) an appreciation of the behavioral ramifications and interdependency of accounting within the organization as a whole.

MBA 519 Graduate Research Project

3 credits

The roles and techniques of research in retail, service, community, and industry settings will be explored. Research methods and procedures are applied to an actual organizational situation, including design, data collection, analysis, and recommendations.

MBA 520 Applied Economics and Financial Analysis for Business

3 credits

Students taking the course will learn fundamental concepts of microeconomics, such as market equilibrium, firm and consumer behavior, and industry structure and competition as a means of understanding and analyzing business problems. Basic macroeconomic models will be developed to help explain long-run trends and short-run fluctuations in key macroeconomic variables: GDP, Inflation, interest rates, wage and profit rates, and budget deficits. The final part of the course applies the basic principles of finance theory and applies those principles decisions facing the corporate manager.

MBA 521 Legal Issues in Business and Management

3 credits

The course will acquaint the participant with fundamental organizational legal concepts. These concepts will be discussed within a general managerial framework with distinctions made at times between profit, nonprofit, and governmental entity applications. Major topics covered will include tort liability, contracts and legal agreements, intellectual property rights, administrative law, individual liability, and legal economics/ADR applications. The management law covered will also include employment issues, such as wrongful non-hiring and termination, discrimination, ADA (disabilities), sexual harassment, and similar topical legal issues. Each session will utilize case studies, critical thinking, and class participation; guest speakers and class handouts will be used to complement class assignments.

MBA 575 Advanced Organizational Behavior

3 credits

The course explores individual behavior, group behavior, and organizational systems. Topics covered from both a theoretical and practical perspective include: understanding people, motivation, group dynamics, communication, leadership, power, politics, conflict, diversity, culture, decision making, change, and organizational structure.

MBA 585 Financial Management Practices – 3 credits

Explores essential financial theory and develops applications in the areas of valuation of assets, financing decisions, risk assessment, and short-term asset and liability management. Class meetings will consist of lecture/discussion, speakers/presentations, and group activities. Assessment may include exams, case studies, projects, and papers. Upon completion of the course students should be able to compare and value uncertain cash flows; evaluate the costs and risks of financing from stocks, bonds, and entrepreneurial sources; and manage short-term capital.

MBA 590 Capstone – 3 credits

This graduate capstone course applies the knowledge learned in the MBA program to an actual client situation. Students will work on applied team projects on behalf of regional organizations. This course may only be taken upon successful completion of all cornerstone, foundation, and core courses.

Capstone Projects

The capstone course (MBA590) applies the knowledge gained in the MBA program to an actual client situation. Students will work on applied team projects on behalf of regional organizations. This course may only be taken upon successful completion of all cornerstone, foundation, and core courses.

There are four capstone project requirements:

1. ***All projects must be agreed to in writing by the participant, capstone course instructor, and the client.*** This requirement establishes a contractual agreement that ensures that the project's goals, processes and evaluative mechanisms are clear to all involved. Project details such as confidentiality issues, timelines, and evaluation standards must be outlined in the project proposal. This document will serve as the primary reference over the course of the project. Modifications to the proposal may only be made following consultation and approval of all of the parties involved. A capstone agreement form must be signed by the participant, capstone course instructor, and client. Forms are filed in the program office.
2. ***All projects must reflect best practices presented in each of the core courses.*** This ensures that participants demonstrate a comprehensive command of effective business skills. Naturally, the extent to which each course discipline is represented will vary from project to project. For instance, a project may not require formal budgetary authority or the active supervision of others, but it may otherwise address key elements of management practice. A budget element might involve demonstrating a working knowledge of the host organization's budgeting process, while the human resource management dimension might involve providing a flow chart of organizational lines of authority and roles within the project's environment. Planning and research might be reflected in the implementation of a survey instrument to provide essential data for the project.
3. ***All projects must be completed as part of a group and be implemented outside of the scope of the participant's routine professional duties.*** The capstone project is arranged by the Dean of the School of Business and is a group project. Students may not work on a project alone, and must perform duties independent of regular work duties to be a *bona fide* demonstration of skills acquired in the program. If the capstone project takes place at a participant's place of employment, the lines of authority between their day-to-day work and the project environment must be separate. Personnel under a participant's regular supervision must not be involved in the project.

All projects must conclude with a written report and a presentation of findings in a public forum. A bound report will be submitted at the end of the project that consists of a summary narrating the project development, implementation, and findings. All participants will present their final reports to the client at the end of the term in which the capstone is being completed.

Elective Courses

Participants are required to complete a minimum of eight credits of electives. Electives are scheduled in the last term of the cohort program but may be taken outside of the program schedule at any time during the program. Appropriate electives will be identified by the program staff. Planning and scheduling for electives in advance is imperative to assure elective courses will be offered during the desired term. Four of the eight required elective credits may be earned in an area outside the School of Business but must be pre-approved by the MBA program coordinator and a MBA faculty advisor. Elective credits may be earned at SOU or transferred in from other universities. All coursework taken for elective credit must be graduate-level and taken for a grade; “Pass/No Pass” or undergraduate courses are not accepted for credit towards completion of the program.

School of Business Faculty

Curt Bacon, DBA

Professor (Finance)

Dr. Bacon is a Professor of Business at SOU and has been at the University since 1987. He earned a BS in Business Administration and Economics and an MBA from North Dakota State University as well as an MS in Finance from the University of Oregon. He earned his Doctorate in Business Administration in Finance from Southern Illinois University at Carbondale. His research interests include the regulation and operation of financial institutions, and the impact on firm valuation.

Susan Cain, MBA/CPA (California)

Assistant Professor (Accounting)

Susan Cain joined KPMG Peat Marwick in 1978, retiring as a partner in the San Francisco office in December 1999. While with Peat Marwick she specialized in banking institutions and trust tax services, as well as assuming management responsibilities in human resources and compensation. Cain taught Accounting Studies at Golden Gate University, San Francisco, California from 1983-1985, as well as internal KPMG training and management courses. She graduated with highest honors from Oregon State University, Corvallis, Oregon in 1976 with a BA in General Science and passed the California CPA exam in 1981. In 2005 she received her Masters in Taxation from the Washington Institute for Graduate Studies and School of Law.

Al Case, MBA/CPA

Associate Professor (Accounting)

Al Case has a BS in Accounting, minor in Japanese, and a MAcc with emphasis in tax from BYU. (A MAcc is somewhat similar to an MBA except that tax or auditing is the emphasis. At BYU MBA degrees are generally for non-accountants and MAcc degrees are for those who already have earned a BS in accounting. Many of the classes are, however, the same.) After graduating Al worked for Deloitte & Touche in San Jose, California for a few years in various tax areas. After D&T he was in the tax departments of two multi-billion dollar high-tech companies for about six years. Most recently he was the International Tax Manager at SGI (Silicon Graphics).

Andy Dungan, PhD

Professor (Organizational Behavior and Business Policy)

Dr. Dungan earned an MBA at the University of Colorado and a PhD in Educational Policy and Management at the University of Oregon. His industry experience includes consulting and acting as VP of Finance in a number of different industries including airlines, oil and gas, banking, and public accounting. Courses recently taught include Business Policy, Business Planning, Organizational Behavior, Management, International Business, Human Resource Management, and Finance.

Jon Harbaugh, MS, MBA

Associate Professor (Ethics)

Jon Harbaugh earned an MS from California State University, San Jose and an MBA from Pepperdine. For 25 years prior to joining Southern Oregon University, Jon held executive positions at Beckman Instruments, Inc., including the areas of new product development, new product and market planning, worldwide consumable product development and market planning, as well as applications research. In addition to his experience at Beckman, Jon has been involved in the establishment of several small businesses and has consulted with high tech entrepreneurs on new venture startups.

David Harris, MM, JD

Dean (Leadership, International Business)

Dr. Harris earned a Master in Management and Juris Doctor from Willamette University. Prior to joining SOU, Dean Harris was Professor of Management at the University of Central Oklahoma College of Business Administration. He also served as Dean for five years. Dave has extensive experience in international business, working as an executive at Itochu Corporation, one of the world's largest companies. He was also a manager for Murata Business Systems, a Japanese facsimile company. Dave lived in Japan for over sixteen years and speaks conversational Japanese.

Charles Jaeger, PhD

Associate Professor (Marketing)

Formerly with Stanford Data Center, IBM, Apple, and Silicon Valley start-ups in management roles, including CEO, Dr. Jaeger earned an MAT at Colorado College and an MA and PhD at Stanford University. His research interests include: causal relationships between attitudes and behavior, consumer behavior, customer lifetime value, technology in business, Internet marketing, direct marketing, 1:1 marketing and changes in traditional marketing, modeling complex structural relations (LISREL), spam, cyber-crime and cyber-terrorism.

John Kinard, MBA

Assistant Professor (Marketing and Management)

John Kinard has taught a variety of classes at the SOU School of Business, primarily in Marketing and Small Business Management, since arriving in Ashland from Southern California in 1991. Professor Kinard received his undergraduate degree from Occidental College and an MBA from Harvard Business School. John subsequently held a number of ownership/management positions with several different manufacturing companies during a 20 year career in private business. After receiving a master's degree in teaching from SOU in 2000, John taught high risk students in alternative secondary school settings for four years, returning to SOU School of Business to teach full time for the Fall term, 2005.

John Laughlin, DPA

Professor (Management)

Dr. Laughlin earned his Doctor of Public Administration from the University of Southern California. He teaches in the area of Management with a special interest in business research. His administrative experience includes serving as the Dean of the SOU School of Business from 1994-2005. From 1974-79 he was Director of Jackson County Mental Health Service, Medford, Oregon where he was responsible for administration of a 40 staff community mental health agency. From 1970-73 he worked for the New South Wales Education Division in Sydney, Australia, where he was responsible for administration of a 6,000 student school counseling district.

Donna N. Losciuto Lane, PhD

Associate Professor (Management)

Dr. Lane joined the faculty subsequent to completing an MBA from SOU. Dr. Lane completed a PhD program at Nova Southeastern University in the area of Technology in Education. Her work history includes fifteen years of experience outside of academia; primarily in small business and as an entrepreneur in the automotive industry. She teaches Business Computer Applications, Business Planning, Advanced Spreadsheets, International Business, Business Research, and Customer Service. Dr. Lane currently serves as the coordinator for the Saturday MBA program.

Joan McBee, MBA, DBA

Associate Professor (Marketing and Human Resource Management)

Dr. McBee completed an MBA degree at SOU and a DBA at Argosy University in Orange, California. She teaches management and marketing courses for the School of Business. In addition, she coordinates the Business Degree Completion Program (undergraduate program for working people) and advises students working towards certification in Human Resource Management. Dr. McBee is currently serving as the interim director for the Higher Education Center.

Rene Ordonez, PhD

Professor (Operations Management, Statistics)

Dr. Ordonez's academic credentials include a BA from the University of the Philippines, an MBA from the University of Akron, and PhD in Management Science from Illinois Institute of Technology in Chicago. Professor Ordonez has been a member of the faculty of the SOU School of Business since 1988 and currently serves as Department Chair. He has taught Applied Business Statistics, Operations Management, Introduction to Management Science, and Applied Business Research.

Katie Pittman, PhD (abd)

Associate Professor (Information Systems)

Katie Pittman earned an MBA in Computer Information Systems from San Francisco State University. She is currently completing a PhD in Information Systems from Nova Southeastern University. Her background includes eighteen years of work experience outside of academia; primarily in data analysis and in the development, maintenance, and administration of information systems.

Kip Sigetich, PhD

Associate Professor (Economics and Finance)

Dr. Sigetich has appointments and teaching responsibilities in both the School of Business and the Department of Economics. In addition, Professor Sigetich is the coordinator of the Certificate in Applied Finance and Economics (CAFE) program, a joint offering of the School of Business and the Department of Economics. He earned his BA in Economics at Wayne State University, where he also played intercollegiate golf. His MA and PhD degrees, also in Economics, were earned at Stanford University. Dr. Sigetich's research and academic interests are primarily in the areas of investments, financial market and institution behavior and operations, and monetary economics. His professional interests led him to a job in the banking industry, where he was a business research economist and Director of Economic Analysis for a large California bank before coming to SOU.

Steve Schein, MBA/CPA

Assistant Professor (Management)

Steve Schein earned a Master in Organization Development from Fielding Graduate University. In addition to being a CPA and former CEO, Steve has over twenty-five years of leadership, business development, and senior management experience in a broad range of industries. He is a founder of several companies including ResortQuest International, Inc. Prior to the initial public offering of ResortQuest in 1998, Mr. Schein had been the founder and President of the two largest resort management companies in Telluride, Colorado and Scottsdale, Arizona. Most recently he served as the Senior Regional Vice-President of the Western Region for ResortQuest, responsible for over 20 resort operating companies throughout the Western US and Canada with combined revenue of over \$100 million. Mr. Schein has been a founding investor and consultant in a variety of start-up and early stage opportunities in several industries including computer software, leisure travel, resort development, sports marketing, and international trade. He worked as an international financial auditor with Arthur Young & Co. and RJR Nabisco during the 1980's.

Mark Siders, PhD

Associate Professor (Marketing)

After a 20-year career in marketing management with Bristol-Myers Squibb and Johnson & Johnson, Dr. Siders decided to pursue a teaching career. He earned a PhD in Management and Marketing from Virginia Commonwealth University in Richmond, Virginia. His research interests include corporate culture, sales force management, and international marketing. Mark has published several papers in such journals as International Marketing Review, The Academy of Management Journal, and the Journal of Business and Psychology.

Dennis Slattery, CPA

Assistant Professor (Accounting)

Dennis Slattery brings a wide range of experience to the School of Business. He is a CPA with an active practice that focuses on tax planning and business consulting. He received his undergraduate degree in 1996 and his MBA in 1997 from SOU. Dennis passed the CPA exam in 2001. Before changing careers to public accounting, Dennis had a successful career as a hotel executive. Over the past twenty-five years, Dennis has been very active in the

community. He has served on the Board of Directors of the Ashland Chamber of Commerce. Dennis was twice elected President of the Ashland Chamber of Commerce. Additionally, has served on the Ashland Visitor & Convention Bureau and has been active in a number of economic development organizations throughout the region and state. Currently Dennis serves on the Ashland Economic Sustainability Committee and the Ashland Chamber Foundation. Dennis coordinates the SOU Taxpayer Assistance Program and the SOU Hospitality and Tourism Management Program.

Phone Numbers

MBA Program Coordinator, Dr. Donna Lane	
Ashland Campus, Central Hall #102	552-8203
Fax No.	552-6715
Dean, School of Business, Dr. Dave Harris.....	552-6485
Admissions.....	552-6411
Bookstore	552-6178
Enrollment Services Center	552-6600
Health & Wellness Center	552-6136
Library.....	552-6441
Lost and Found	552-6221
Higher Education Center	552-8100
Textbook Department	552-6177

Web Links

Blackboard Access	http://courses.sou.edu
GMAT Registration	http://www.mba.com
MBA Home Page	http://www.sou.edu/business/MBA
SOU Enrollment Services Center	http://www.sou.edu/enrollment/
SOU Home Page	http://www.sou.edu/
SOU Library.....	http://hanlib.sou.edu/
SOU Schedule of Classes	http://www.sou.edu/cgi/schedule.cgi
SOU Student Computing	http://studentcomputinglabs/
SOU Student Handbook	http://www.sou.edu/studentaffairs/



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