

Master in Management

Program Handbook

Universidad de Guanajuato



SOUTHERN
OREGON
UNIVERSITY

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Introduction



Meredith Reynolds
SOU Program
Coordinator

The Master in Management Handbook is an orientation guide for program participants, faculty, and staff. Program participants are encouraged to read and retain the handbook as a reference. 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.



Eva Conraud
UG Coordinator

This handbook is intended as a general reference to the structure, policies and operational procedures of the Master in Management program. It is not intended to be a comprehensive planning guide. Specific electives are not listed since course offerings may change. Participants are expected to consult with the UG program coordinator for degree planning specific to their professional interests. The coordinator's office at the University of Guanajuato is located at the UCEA campus in Marfil. She can be reached by phone at 473-735-2908 extension 2802 or via e-mail at evac@quijote.ugto.mx. The SOU program coordinator's office is located in Central Hall, Room 115 on the Ashland campus of Southern Oregon University. She can be reached by phone at 541-552-6677 or via e-mail at mreynolds@sou.edu.

Program Description

The Master in Management (MiM) program is an integrated, multidisciplinary program for management professionals. Participants completing the program earn a Master in Management degree (MM) from Southern Oregon University, a public institution within the Oregon University System. The degree is fully accredited by the Northwest Commission on Colleges and Universities, the principal academic accrediting organization for all universities in the Pacific Northwest. NWCCU accreditation is recognized by all other regional accrediting bodies in the United States and internationally.

The MiM program is a 45 credit-hour course of study consisting of eight 3-credit core courses, one 3-credit seminar, a 3-credit capstone course, and 15 credits of elective courses. Graduate-level coursework transferred from other accredited schools may be substituted for core courses in instances where it is equivalent to the core courses. (See "Course Transfer Policies" on page 14).

Managers in private, public, and nonprofit sectors are brought together in this program to learn more about current best practices in management and to compare and contrast practices that vary from sector to sector. The result is a rich, synergistic learning environment where an understanding of effective management practice is expanded in a variety of contexts, not bound into narrowly defined areas of technical specialization or academic theory.

Program Structure

Southern Oregon University will present ten core courses in Guanajuato and UG will present five elective courses over the course of the program. Each course will generally consist of three parts: pre-session assignments to be completed prior to the class sessions, four class sessions, and final projects to be completed after the last class session. Class sessions are held on Friday evening and all day Saturday on two consecutive weekends.

The course officially begins when the textbook and syllabus are announced approximately four weeks before the first class session. Students are expected to complete the work listed in the syllabus for the pre-session, including all assigned readings in the textbook. Instructors will use Blackboard, an online course tool, to facilitate communication during all three phases of the course. Final projects are generally due two to three weeks after the final class session. The syllabus for each course will detail specific requirements for assignments and final projects.

Program Expectations

Academic Integrity. The norms for acceptable academic practice can be very different from country to country. For example, in some countries it is acceptable to insert sections of someone else's work into your own work, either *verbatim* – word for word – or by using someone else's ideas without giving them credit. In the U.S., however, it is strictly forbidden to use *verbatim* text or to use another person's work without proper citation. The unacknowledged use of someone else's work is called "plagiarism." Plagiarism is a serious violation of academic standards. At SOU, it can result in loss of credit for an assignment, in a failing grade for the course, or in expulsion from an academic program, depending upon the seriousness of the offense.

It is expected that all students will complete their own assignments for each course and that all work will be original to them. You may draw on outside authorities to substantiate your views in the work that you submit, but you may not substitute others' work as your own. When others are cited, it is important to limit the citation to its key elements, (no more than a few sentences at most), and provide a formal notation regarding the citation's source. Information on plagiarism and using citations will be provided during the Orientation course.

Formatting of Written Work. All written assignments should be formatted in a clear 10-12 point font, preferably Times New Roman or Arial. Text should be double-spaced with 1-inch margins on all four sides. All headings and graphics are counted toward the required length of your papers.

Attendance. Due to the intensive nature of this program, it is critically important to attend all class sessions. In case of emergency absences, it is your responsibility to notify the instructor prior to the absence (if possible), and make arrangements for compensating for the work missed in class. It is appropriate to ask a classmate to collect materials distributed in class in case of an emergency absence. Missing more than 25% of a course may result in a loss of credit for the course, depending on the judgment of the instructor and program administrators.

Punctuality. Because class time is very limited, it is important to arrive at class on time and to observe the break times that the instructor requests. A 10-minute break should end after 10 minutes, not half an hour.

Use of Spoken and Written English. A primary benefit of the MiM program is that coursework is conducted primarily in English, offering you many opportunities to expand your understanding and fluency. Small group discussions may occasionally be conducted in Spanish with the instructor's permission. Because an instructor cannot be everywhere at once, you will be on the "honor system" for working in English even if the instructor is not present. The honor system means that you hold yourself responsible for doing the right thing.

For all written work, on paper or online, it is important to proofread your writing and to correct grammar and spelling errors. In graduate study the form of your work – proper spelling, grammar, and formatting – is as important as the content. Your excellent ideas are more impressive when they are expressed correctly.

Program Resources

Online Databases. SOU subscribes to online databases that contain articles from newspapers and scholarly journals on many subjects. It is possible to access these databases from the Internet. To open a database, go to the Hannon Library home page at www.sou.edu/library or <http://hanlib.sou.edu/> and follow the link for *Databases by Subject Area*. When prompted, type in your student ID and your student-computing password (originally set to your birth date in mmddyy format where mm equals the month, dd is the day and yy is the last two digits of the year in which you were born). Select a database to search and type in your search criteria. Articles may be emailed to you for later reading.

Student Email. When you are accepted as a student at SOU, an e-mail account is created for you. The address is: **yourstudentID@students.sou.edu**. To access your SOU email, follow the link for **NetMail Web Access** at www.sou.edu/anywhere. Enter your student ID and student-computing password. If you prefer, your campus email can be forwarded to another email account by going to *Options, Mail Box Options*. If your email is not forwarded to another address, it is important to check this account regularly for news and official correspondence from SOU.

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



To log on to Blackboard, go to: **<http://courses.sou.edu>** (note that there is no "www" in this address), and then follow the instructions on the login screen to access your Bb account. Any Bb courses that you are enrolled in will be listed on the right-hand side of the screen. Clicking on the course name in the list will open that particular Bb course. Once inside a course, go to "Student Tools," then "Personal Information" to verify that the email address listed is your preferred address for receiving MiM-related email.

Technical Difficulties. If you experience problems in accessing a Blackboard site, Hannon Library databases or any other SOU computing system, you should contact the program coordinator in Ashland by email. An answer will be sent to you on the next work day.

Master in Management Admission Acknowledgement

Expectations for Graduate Study

It is expected that MiM program participants will perform to the highest academic and professional standards. Specific expectations include:

- All work is of high quality and is submitted on time, in the format specified.
- Coursework completed reflects a level of understanding appropriate to an experienced manager.
- Participation in class and online discussions demonstrates subject knowledge and active engagement in the learning process.
- Interactions with instructors, staff, and peers are appropriate to a graduate-level program, contributing to an environment of mutual respect and commitment to learning.
- Participation on team projects is equal among all team members and all teams deliver high quality projects.
- Special needs are communicated to instructors and/or staff in a timely manner.
- Self-responsibility for the learning process is fully accepted and embraced.
- University-wide policies and procedures regarding student rights and responsibilities established in the Student Code of Conduct are observed at all times (documentation available at www.sou.edu/studentaffairs/).

Academic Requirements

Graduate students at SOU are required to maintain a cumulative grade point average (GPA) of at least 3.0. Any student whose GPA drops below 3.0 will be placed on academic probation and required to petition the Dean of the School of Business for permission to continue work on the degree. The support of the program manager is required for this petition. If permission is granted by the Dean, the deficiency must be corrected within the next 9 credits of graduate coursework. Failure to achieve a 3.0 GPA at that point will result in the student being dropped from the MiM program. Being placed on academic probation a second time will result in being automatically dropped from the program.

I acknowledge my understanding and acceptance of these terms for admission to the Master in Management program.

Participant

Date

MiM Program Manager

Date

Master in Management-Guanajuato Reconocimiento de Admisión

Espectativas para el estudio a nivel pos-grado

Los participantes en el MiM-Guanajuato cumplirán los estudios al más alto nivel académico y profesional. Las expectativas características del participante son las siguientes:

- Todo el trabajo es de alta calidad y se entrega a tiempo en el formato indicado.
- El trabajo entregado refleja un nivel de comprensión apropiado a un gerente con experiencia.
- La participación durante las clases y en los discursos sobre línea demuestra conocimiento de la materia y participación activa en el proceso del aprendizaje.
- Las interacciones con los profesores, administradores y compañeros son apropiadas a un programa a nivel pos-grado, lo cual contribuye a un ambiente de respeto mutuo y entrega personal al aprendizaje.
- La participación en proyectos de equipo es equitativo entre los socios del equipo y todos los equipos entregan proyectos de igual y alta calidad.
- Cualquier necesidad se comunica a los profesores y/o administradores de una manera oportuna. La responsabilidad personal para el proceso del aprendizaje se acepta y se abarca completamente.
- Se observan siempre la política y los procedimientos de Southern Oregon University con respeto a los derechos y las responsabilidades de los estudiantes igual y como se establecen en El Código de Conducta Estudiantil (Student Conduct Code) cuya documentación se encuentra en www.sou.edu/studentaffairs/.

Requisitos Académicos

Se requiere a los estudiantes a nivel pos-grado de SOU mantener un promedio acumulativo mínimo de calificación de 3.0. Cualquier estudiante que no mantenga un promedio de 3.0 se encontrará en prueba académica y tendrá que solicitar el permiso del Director de la Escuela de Negocios (Dean of the School of Business) para seguir estudiando. Se requiere el apoyo del coordinador del programa para hacer esta petición. Si el director otorga dicho permiso, el estudiante tendrá que corregir la deficiencia académica durante los próximos 9 créditos cursados a nivel pos-grado. Al no realizar un promedio de 3.0 durante este período, se dará de baja al estudiante del MiM-Guanajuato. Estar a prueba académica en una segunda ocasión resultará en darse de baja automáticamente.

Reconozco que comprendo y acepto estas condiciones de admisión al Master in Management-Guanajuato.

Participante

Fecha

Coordinador del MiM-Guanajuato Fecha

Communication

The MiM program maintains a list serve as its primary communications vehicle. Participants, faculty and other interested individuals subscribe to the list serve and receive announcements about class scheduling and other program business. It is possible to subscribe to the list from one or more email accounts, so that messages are sent to home and/or work addresses. **All participants should be sure their computers have a current anti-virus program installed prior to subscribing to the list serve.**

Subscribing to the List Serve: To subscribe to the MiM list serve, all it takes is sending the following message to SOU's list serve address (be sure that the message reads just as it does below, do not add any words):

TO:	listserv@listserv.sou.edu
SUBJECT:	mmgto
CC:	
MESSAGE:	subscribe mmgto

Confirmation of subscription is made within a few minutes in the form of two messages. One will indicate that the "subscribe" succeeded, while the other will be a welcome message regarding the list serve.

Posting a Message: To send a message to colleagues and others subscribed to the list:

TO:	mmgto@listserv.sou.edu
SUBJECT:	(message topic)
CC:	
MESSAGE:	(message)

As subscribers, senders also receive a copy of any messages they post to the list.

Unsubscribing from the List Serve: To unsubscribe from the MiM list serve, send a message to SOU's list serve address:

TO:	listserv@listserv.sou.edu
SUBJECT:	mmgto
CC:	
MESSAGE:	unsubscribe mmgto

Use of the List Serve. As with any tool, the list serve requires some basic understanding of its purpose and method of use before employing it. The following guidelines have been established for the list serve:

Program-Related. The primary function of the list serve is to facilitate communication regarding the MiM program itself. It allows instructors to inform participants about course work and participants to make inquiries as needed. It may be helpful to print out messages regarding special procedures or particular course information and file them for future reference.

Overall Tone. Without exception, the overall tone of list serve 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 to the list serve. Non-participants may include course instructors and other administrative stakeholders.

Personal vs. List Response. In responding to comments on the list serve, you should be sure to consider whether a response is appropriate for all of the subscribers or if it would be better directed solely to the writer. For concerns regarding the appropriateness of any message, refer the question to a program coordinator for counsel.

Attachments and Security. Attachments may not be accessible to all subscribers. The common platform for the program is MS Office; most people can download Word and Excel documents. If Office is not available, it is possible to save a document in “rtf” format (rich text format) and it will be readable on other computers. You can avoid sending attachments by copying text from a document into the body of the message, but formatting may be lost, especially tabs and indents.



**First Cohort Graduates with Former Dean John Laughlin
June 2004**

Course Registration

You are responsible for confirming your participation in each course by contacting the program coordinator at UG. All course registration will be processed by SOU based on lists generated by the program coordinator. If you cannot take a course after registering for it, you must contact the program coordinators in Guanajuato and Ashland to arrange to drop the course. Tuition paid for any course dropped before the first day of class will be fully refunded. Penalties may be imposed if a course is dropped after it has started.

Tuition and Fees

The cost of each course in this program for the fifth cohort has been set at \$650 USD. Courses offered by SOU in the winter, spring and summer of 2008 will appear on your SOU student account statement as \$590 for tuition and \$60 for MiM resource fees. Beginning in September 2008, tuition will appear on your statement as \$650 without the MiM resource fee, because the fees are being converted to tuition. All other fees (application for graduate study and application for graduation) will be assessed at the rate in place on the Ashland campus at the time of application and thus are subject to change. As of February 1, 2008, the fee for application for graduate study is \$50 and the fee for application for graduation is \$70.

Tuition payments may be made by you or by your employer, but **payment for each course must be made when the course takes place**. Universities in the U.S. require students to pay their tuition at the time of enrollment for each class. Because SOU is publicly funded, these requirements are very strict. **You must formalize an agreement with SOU that details your method of payment no later than March 1, 2008 in order to continue in the program.** If there is any change in your payment method, you must notify SOU in writing as soon as the change occurs, as specified in the payment agreement.

Personal Responsibility for SOU Tuition and Fees. If you will be responsible for paying for your own tuition, you have two choices for making your payments:

- 1) Pay for each course individually: one payment covers all tuition and fees for each course
- 2) Pay every month: make one payment of \$225 USD each month from February 2008 until August 2010. These payments will approximately cover your tuition, fees, and interest for all 10 SOU courses. All tuition and fees must be paid completely before you graduate. In the case of overpayment, SOU will credit your student account.

Payments to SOU must be made online. Complete instructions for making payments are available online at the MiM web site. Unless you have committed to the monthly payment plan, you will not be allowed to register for a course if tuition for a prior term has not been paid in full.

Employer Tuition Assistance. If your employer will be providing tuition support for you, UG will process invoices and forward tuition payments to SOU for the courses you take that are offered by SOU.

Tuition Payment Agreement

As a member of the fifth cohort of Southern Oregon University's Master in Management program presented in conjunction with the University of Guanajuato, the charges for tuition and fees that I incur for courses presented by SOU will be paid for as follows (**choose A or B**):

- A.) _____ I am personally responsible for paying all SOU tuition and fees using the following online payment option:
_____ I will pay for each term's tuition and fees in one payment during the term in which the course is taught.
_____ I will make monthly payments of \$225 USD from February 2008 through August 2010. If I do not complete the program, I will be responsible for paying any outstanding balance beyond the monthly payments I have already made.
- B.) _____ My employer is responsible for paying all SOU tuition and fees. The Universidad de Guanajuato will invoice my employer and will forward payment to SOU.

I understand that my account must be paid in accordance with this agreement in order for me to continue taking MiM courses offered by Southern Oregon University. If my circumstances change, I will notify SOU and the UG MiM coordinator in writing immediately. I acknowledge that I am responsible for ensuring that all payments to SOU are made in a timely manner.

Name Signature Date

SOU Student ID _____

Address: _____

Office Use Only

Date Received _____

Received by _____

Grading System

Final grades are available online at the SISWeb link of the SOU home page. The grading system at SOU is based on five letter grades:

- A = Exceptional Accomplishment
- B = Superior
- C = Average
- D = Inferior
- F = Failed (no credit)

Instructors may also assign plus (+) or minus (-) to further define academic achievement. For example, an A- indicates work that is very good; B+ is better than superior, but not quite as good as an A-.

To track academic performance using letter grades, most schools in the U.S. use a “grade point average” or GPA. To calculate the GPA, each letter is assigned a point value: A = 4, B = 3, C = 2, D=1, F = 0. Pluses and minuses get partial points. The number of credits earned is multiplied by the number of points of the grade assigned. The cumulative GPA is found by taking the grade points for all of the credits earned and dividing by the total number of credits completed. Here’s an example:

- MM 540 A = 4 points * 3 credits = 12.0
- MM 512 B+ = 3.3 points * 3 credits = 9.9
- MM 515 A- = 3.7 points * 3 credits = 11.1

The cumulative GPA would be $(12.0 + 9.9 + 11.1)/9$ or 3.66. 4.0 is a perfect GPA.

In the rare case that work cannot be completed by the end of the term, participants may ask the instructor to assign an I or *Incomplete* for the course. This request must be made using email to the instructor with copies to both the UG and SOU coordinators. It is the student’s responsibility to complete coursework within one calendar year or the I will automatically become an F.

Other grades that instructors may give include E for *Exam Not Taken* indicating that the student did not take the final exam for the course. E’s must be completed within the following term or the E changes to an F. If a student does not complete the required work for the course or misses a substantial proportion of class sessions, a grade of NC or *No Credit* may be assigned. In rare instances, it may not be possible for an instructor to post final grades prior to the end of an SOU academic term. In this case, a grade of M or *Missing* may be recorded. As soon as the grades are determined, the instructor will change the M’s to actual grades.

Studying in Ashland

Participants in the UG program are welcome to visit Ashland to take a core or elective course for the MiM degree. Tuition for the course would be set at the rate established for their UG cohort. Most core courses in Oregon are taught over a five week period, while a few electives are offered in a more intensive schedule. For more information, contact Meredith Reynolds at SOU.

Course Transfer Policies

Participants may transfer up to 15 credits of approved graduate coursework into the Master in Management program to substitute for core or elective courses. This can include graduate-level courses completed up to six years prior to entry into the program from any accredited institution of higher learning. All transfer courses must be taken for a grade; *Pass/No Pass* courses will not be accepted. All courses transferred into the program must be approved by the program administration.

Courses taken at SOU or elsewhere that are identified as having substantively identical content to program core courses may be accepted as equivalent. A course description and syllabus must be submitted for review by the program staff in consultation with the core instructor in order for it to be approved as equivalent to a program core course. At the discretion of the program staff, a course not approved as equivalent may be accepted as an elective course provided the course content is appropriate to the participant's plan of study.

Contact Meredith Reynolds at SOU to initiate the credit transfer process.

Program Completion and Graduation

The MiM office in Ashland will process a graduation application for you when you have completed all of the program coursework. A fee will be assessed for each graduate according to the rate in effect on the Ashland campus at the time of graduation.

MiM-Guanajuato students and their families are encouraged to participate in the commencement exercises that occur closest to their date of graduation. Commencement includes a "hooding ceremony" for all MiM graduates held on the eve of the graduation ceremony (typically, Friday evening of the second weekend in June). Both events are traditional academic ceremonies that celebrate your accomplishments and honor the support of your family and friends. You will receive an official invitation from SOU to attend, and the MiM offices at UG and SOU will be happy to help you make arrangements to participate in commencement events in Ashland.

Diplomas and the *Apostille de Hague*

Diplomas are sent to SOU approximately 90 days after graduation is confirmed. SOU sends them to UG, along with one official copy of your transcript. The cost of the diploma and official transcript are included in the fee charged for your graduation application. Additional copies of official transcripts and duplicate diplomas can be purchased by contacting the MiM-Guanajuato coordinator at SOU.

Many students choose to have the *Apostille de Hague* applied to their diplomas and transcripts to provide international validation. If you choose to purchase this service, we recommend that you have the *apostille* applied to one copy of your official transcript and one copy of your diploma. You might also like to have a copy of your diploma without the *apostille* for framing and a duplicate copy of your official transcript without the *apostille*. In addition to the original diploma and the official transcript that SOU provides, you can purchase unlimited additional copies of

your official transcript and your diploma; you can have the *apostille* applied to as many documents as you want, or none at all.

The following charges are in effect as of February 1, 2008 (rates subject to change):

- Each duplicate official transcript \$ 4
- Each duplicate diploma \$15
- Apostille, per page* \$10
- Potential shipping charge** \$35

* Most transcripts are one page; the diploma is also one page.

** Whenever possible, your documents will be delivered to UG by SOU instructors at no charge to you. When this is not practical, your documents will be shipped to Mexico using a courier such as DHL. Shipping charges will then be applied. The cost of shipping may be reduced if documents are also being shipped to other graduates.

Description of Core Courses

MM 512 *Budget and Finance* – 3 credits

Familiarizes managers with the role of budgeting and the budgeting process in diverse organizations. Students develop an appreciation for both the theory and application of financial practices to aid in their fiscal decision-making. It is recommended that students have an understanding of basic accounting concepts prior to enrolling in this course.

MM 513 *Strategic Management* – 3 credits

Introduces students to advanced strategic management concepts in successful organizations. Students develop an understanding of how to use strategic management tools to initiate and implement problem solving processes in dynamic and diverse environments. An in-depth case analysis allows students to demonstrate their understanding of key strategic management principles.

MM 514 *Practical Research, Analysis, and Decision Making* – 3 credits

Examines the relationship between practice and research in organizational decision-making. Students acquire the skills and understanding necessary to critically review and competently interpret research findings in a decision-making context. Prerequisites: Successful completion of at least 15 hours of core coursework.

MM 515 *Management Information Systems* – 3 credits

Provides a broad overview of the role of Management Information Systems in organizations. Describes the diverse technical, managerial and professional knowledge of an MIS manager at an awareness level for a non-MIS manager. Emphasizes both the data component of information systems and the management behavior (i.e., knowledge and skills) necessary to successfully manage an organization employing MIS. Also introduces current trends and drivers, including emerging technologies that affect the present and future of Information Systems.

MM 516 *Organizational Leadership and Communication* – 3 credits

Surveys the theoretical frameworks, empirical literature, and requisite skills associated with effective organizational leadership and communication. Examines questions of bureaucracy, culture, power, reciprocal influence, employee involvement, and other central issues from an organizational and communicative perspective.

MM 517 *The Human Resource Environment* – 3 credits

Focuses on critical issues and strategic questions managers need to understand in order to manage employees effectively. Emphasizes applied skills relevant to managing employees including recruitment, selection, compensation, evaluation, and employee development.

MM 518 *Marketing for Public and Private Organizations* – 3 credits

Details the planning and implementation of marketing activities, marketing research and effective evaluation of marketing strategies. Students develop an understanding of what is required to succeed and to achieve a competitive advantage within a framework of ethical marketing practices.

MM 519 *Legal Issues in Management* – 3 credits

Designed to acquaint the manager with basic legal concepts in the field of liability including personal injury, malpractice, product liability, and the available defenses. Students are introduced to the ways contracts are formed including their development, problems and pitfalls. An introduction to basic employment law and concepts covers the fundamentals defining wrongful termination and the practical ways employers can protect themselves. Presents an overview of arbitration and alternative dispute resolution.

MM 540 *Orientation to Graduate Study for the Management Professional* – 3 credits

A gateway course required for all entering participants in the Master in Management program. Provides a means for students and faculty discuss expectations for the program and to become familiar with the graduate school experience. Emphasis is on exposure to academic culture, practices, and the unique structure and design of the MiM program. The seminar also surveys current topics in leadership.

MM 598 *Capstone Project* – 3 credits

The capstone project applies the management skills acquired in the program's core offerings, with particular emphasis on demonstrating competencies in budget and finance, personnel management, and research and planning. Prerequisite: completion of program core courses or permission of capstone project instructor.

Capstone Projects

The capstone project course is a means of confirming comprehensive management competency in an applied setting. It requires participants to implement projects consistent with their career interests and objectives that will demonstrate their mastery of skills acquired from the program's core course offerings. The conceptual knowledge learned in the classroom is thus tested against the realities of a real world environment.

Participants propose capstone projects upon completion of their core coursework. Proposals are developed through the Practical Research course (MM 514). Each proposal outlines the purpose of the project and describes the research methods that will be employed to answer the specific management question that lies at the heart of the project. The proposal also describes any product the project may yield, such as an employee handbook, business plan, research study, organizational plan, etc. A field advisor, responsible for sponsoring and overseeing the project at the host organization, is identified for each project. Proposals are reviewed for approval by the course instructor in consultation with the program administration and field advisor.

There are four capstone project requirements:

1. ***All projects must be agreed to in writing by the participant, capstone course instructor, and field advisor.*** 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 field advisor. 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 management 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 these 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 implemented outside of the scope of the participant's routine professional duties.*** This requirement confirms that the participant's project is sufficiently independent of regular work duties to be a *bona fide* demonstration of skills acquired in the program. Participants need not be physically removed from their employer, but the lines of authority between their day-to-day work and the project environment must be separate.

4. *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’s development, implementation, and findings. Participants will present their final reports in a symposium.

Required Elements for MiM Proposals and Capstones

The elements required for the research course’s proposal and the capstone project are as follows:

Required Elements	Proposal	Capstone
Project Overview	✓	
Executive Summary		✓
Problem Statement	✓	✓
Research Objectives	✓	✓
Literature Review	✓	✓
Benefits of Study	✓	✓
Research Design (Methodology)	✓	✓
Data Analysis		✓
Nature of Results		✓
Tables, Charts, Graphs		✓
Research Budget	✓	✓
Research Schedule (Gantt Chart)	✓	
Project Management Plan	✓	
Works Cited		✓
Annotated Bibliography	✓	✓
Appendixes/Glossary		✓
Measurement Instrument		✓

MiM Course Calendar Fifth Cohort

February 2008 - August 2010

YEAR	DATES	COURSE #	TITLE
2008	Feb. 8-16	MM 520	Orientation
	April 4-12	Elective 1	Technical Writing
	June 20-28	MM 513	Strategic Management
	Aug. 15-23	Elective 2	To Be Announced
	Sept. 19-27	MM 516	Organizational Leadership
	Nov. 14-22	Elective 3	To Be Announced
2009	Jan. 23-31	MM 512	Budget And Finance
	March 7-15	MM 517	HR Environment
	May 15-23	Elective 4	To Be Announced
	Aug. 7-15	MM 519	Legal Issues
	Sept. 18-26	Elective 5	To Be Announced
	Nov. 6-14	MM 518	Marketing
2010	Jan. 15-23	MM 515	Management Information Systems
	March 12-20	MM 514	Practical Research
	May 21-30	MM 598	Capstone
	Late August		Capstone Presentations

Master in Management Program Degree Plan 2008 – 2010

Name _____ ID _____

Core Courses (30 credits total)

	Term/Year	Instructor	Grade
MM 512 Budget and Finance	_____	_____	_____
MM 513 Strategic Management	_____	_____	_____
MM 514 Research Methods	_____	_____	_____
MM 515 Management Information Systems	_____	_____	_____
MM 516 Org. Leadership & Communication	_____	_____	_____
MM 517 The Human Resource Environment	_____	_____	_____
MM 518 Marketing for Public & Private Orgs.	_____	_____	_____
MM 519 Legal Issues in Management	_____	_____	_____
MM 540 Orientation to Graduate Study	_____	_____	_____
MM 598 Capstone Project	_____	_____	_____

Elective Courses (15 credits minimum)

Course #	Course Title	Term/Year	Instructor	Grade
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____

Phone Numbers

(For all SOU numbers, use country code and area code 001-541)

MiM Program Coordinator (Meredith Reynolds).....	552-6677
MiM Program Manager (Hart Wilson)	552-8283
MiM Office Manager (Lisa Sherrill)	552-8243
Admissions (Natalie Coppedge)	552-6444
Business Services (Payments).....	552-6311

Universidad de Guanajuato

Coordinación del MiM-Guanajuato (Eva Conraud de Olivares) ...473-735-2908 ext. 2836

Web Sites

SOU Home Page	http://www.sou.edu/
MiM Home Page	http://www.sou.edu/mim
Registrar (Transcripts)	http://www/sou.edu/enrollment
Blackboard Access	http://courses.sou.edu
Student Info System	http://www.sou.edu/SIS/
Student ID _____	
Student Computing Password (Library Database Access)_____	
Blackboard Password _____	
SISWeb Password _____	