

Master in Management

Program Handbook

Universidad de Guanajuato



SOUTHERN
OREGON
UNIVERSITY

Table of Contents

Introduction	3
Program Description	3
Program Structure	4
Program Expectations	4
Program Resources	5
Communication.....	6
Course Registration	8
Tuition and Fees	8
Grading System	8
Studying in Ashland	9
Course Transfer Policies	9
Program Completion and Graduation	10
Description of Core Courses	10
Capstone Projects	11
Required Elements for Capstone Proposals and Projects	13
MiM Degree Plan Form	14
Phone & Web Directory	15

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 Association of Schools and Colleges, the principal academic accrediting organization for all universities in the Pacific Northwest. NASC 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. Transferred graduate-level coursework 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 7).

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 and 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.

Program Structure

Southern Oregon University will present 10 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. 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 appropriate textbook readings. Instructors will use Blackboard, an online course tool (see next page), to facilitate communication during all three parts of the course. Class sessions are held on Friday evening and all day Saturday on two consecutive weekends. Final projects are generally due two to three weeks after the final class session. Refer to the syllabus for each course for specific requirements for assignments and final projects.

Program Expectations

Academics It is expected that all students will complete their own assignments for each course and that all work will be original to them. In universities in the U.S., students are expected to draw on outside authorities to substantiate their views in the work they submit, but they may not substitute the expert's work as their own. When others are cited, it is important to limit the citation to its key elements and provide a formal notation regarding the citation's source. There are several styles of formal citation (APA, MLA, Chicago). Information on using citations will be provided during the Orientation course. Using an author's words without acknowledgement is "plagiarism," a serious violation of academic standards that can result in a loss of credit for an assignment. Written assignments should be formatted in a clear 10-12 point font, double-spaced, with one inch margins.

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 the responsibility of the participant 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 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 administration.

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 English A primary benefit of the MiM program is that coursework is conducted primarily in English, offering participants many opportunities to expand their understanding and fluency. For some topics, small group discussion may be conducted in Spanish with the instructor's permission. Because an instructor cannot be everywhere at once, participants will be on the "honor system" for working in English even if the instructor is not present. The honor system means that participants hold themselves responsible for doing the right thing. For all written work submitted on paper or online in a Blackboard discussion forum, it is important to proofread and check spelling. Taking care in how well work is presented is an important standard for graduate study.

Program Resources

Online Databases SOU subscribes to several 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 Library home page at www.sou.edu/library 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 your address for later reading.

Student Email All students have an email account created for them when they are accepted for study at SOU. The address is studentID@students.sou.edu. To view email, go to www.sou.edu/anywhere and follow the link for NetMail Web Access. Enter your student ID and student computing password. Campus email may be forwarded to another email account if you prefer by going to Options, Mail Box Options. If email is not forwarded to a different address, it is important to check this account on a regular basis for news 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 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. 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 email address listed is their preferred address for receiving MiM-related email.

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

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 that their computer has 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

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. Nonparticipants may include course instructors and other administrative stakeholders.

Personal vs. List Response In responding to comments on the list serve, participants 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. Participants 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.



2004 Graduates with Dean John Laughlin

Course Registration

Participants are responsible for confirming their 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. Any participant who cannot take a course after registering for it must contact the program coordinator in Ashland to arrange to drop the course. Tuition paid for any course dropped prior to the first day of class will be fully refunded. Penalties may be imposed if a course is dropped after it starts.

Tuition and Fees

Tuition for the fourth cohort has been established at \$565 USD per course. Additionally, all MiM participants are assessed a per credit resource fee for each course delivered by SOU. The current fee is \$20 per credit. All fees (SOU application, graduation and MiM resources fees) will be assessed at the rate in place on the Ashland campus at the time of application and thus are subject to change over time. All fees must be paid online directly to SOU.

To make payments online, go to www.sou.edu and follow the link for **Student Information System (SIS)**. Each participant will be provided with a Student ID in MM 540 Orientation to Graduate Study and will create a password to access SIS. Once in SIS, follow the link for **Student Services & Financial Aid**, then **Student Records**. In the Student Records menu, follow the link for **Account Detail for Term** then select the term. The amount owed will be displayed. Click on **Pay Now** to make a tuition payment. Although the form asks for a Visa or MasterCard number, debit cards are also accepted, provided they feature a Visa or MasterCard banking logo. Click on **Submit Information** to record the tuition payment. **Participants will not be allowed to register for a course if tuition for a prior term has not been paid in full.**

Grading System

Final grades are available online at the SIS 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.

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. 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 assigned, 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. 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. 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 graduation applications for participants who 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. Diplomas are available approximately 90 days after graduation is confirmed.

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 management practice as outlined in the textbook, *The Guru Guide*.

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 Research Methods course. 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		✓

Master in Management Program Degree Plan 2006 – 2008

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 Pub.& 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	# Credits	Grade
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____

Phone Numbers

(all numbers 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 (Ken Royce)	552-6981
Business Services (Payments).....	552-6311

Universidad de Guanajuato

Coordinación de Intercambio Académico..... 473-735-2908 ext. 2802

Web Sites

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