



# Eller Full-Time MBA Program

Eller College of  
Management Student  
Handbook

2024-2025

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# Program Introduction

The Eller Full-Time MBA program spans 21 months and couples UA's tradition of academic excellence with bold innovation, challenging and rewarding curriculum, and exceptional faculty.

The Eller Full-Time MBA program offers:

- Curriculum to accommodate diverse student backgrounds and interests, with classes designed to emphasize educational and career needs
- Faculty with outstanding scholarly achievements and professional experience
- One start per year
- Professional development advising and coaching from staff and peers
- Cohort based environment
- International travel
- Networking opportunities
- Professional development speakers and events

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# Admissions

**The Eller Full-Time MBA program** looks for students who bring strengths and aspirations to our cohort-learning environment, and who possess the desire to engage their MBA program in which they are the co-creators of their experience to gain meaningful employment upon graduation.

## What We Look For

We look for strengths in three areas:

- An academic background demonstrating strong intellectual capacity
- Professional experience demonstrating challenging assignments, career progression, carefully considered goals, and a strong work ethic
- Personal qualities demonstrating leadership potential, initiative, involvement, and integrity

## Application Requirements

A complete application consists of the following items:

- A completed online application form
- Application fee (\$90)
- Statement of Purpose
- A professional résumé
- One professional letter of recommendation
- One copy of official transcripts\* from each university, college, or community college attended
- GMAT/GRE scores (some waivers available)\*\*
- Interviews are by invitation and will be conducted over Zoom
- Domicile Affidavit (For admitted domestic students only) Instructions found [here](#) on how to complete this form.
- \*Unofficial versions of transcripts for initial evaluation purposes are accepted but this does not eliminate the need for official documents to be submitted. Refer to the [UA Graduate College transcript requirements](#) for more information.

\*\*Please see GMAT/GRE waivers on the next page to see if you qualify to be waived.

## **International Students**

The Eller College welcomes the cultural experience and knowledge that international applicants add to the program. In addition to the materials listed in the Application Requirements, international applicants are required to submit the following:

- TOEFL scores
- One copy of official transcripts and one official copy of diploma(s) and/or degree certification both in native language and in English\*\*\*

\*\*\* Unofficial versions of your transcripts and diplomas and/or degree certifications for initial evaluation purposes only are accepted but this does not eliminate the need for official documents to be submitted. Refer to the [UA Graduate College transcript requirements](#) for more information. \_

## **GMAT/GRE Waiver Eligibility**

The GMAT/GRE is optional for those holding a bachelors or masters with a 3.6 GPA from a [regionally](#) or an [AACSB accredited](#) not-for-profit institution.

The GMAT/GRE can also be waived if you hold a terminal degree such as an MD, JD or PhD from a regionally-accredited institution. Also, veterans or actively serving U.S. military personnel, Peace Corps Volunteers, with a 3.0 GPA or better from a regionally accredited, not-for-profit institution will be considered for a GMAT waiver.

## **Dual Degree Admission**

Admission to University of Arizona dual degrees requires an application to the other program in addition to the Eller MBA. Acceptance is not guaranteed and may be applied to prior to beginning at the University of Arizona or once a student in a program with an approved dual degree agreement. In some instances, it is preferred to start in a particular program, so it is encouraged to contact both programs to learn if there is a preferred academic path. Starting with a particular program may impact graduation timelines and elective choices throughout studies. Admission requirements and process may differ from Eller MBA so please review what's required by the other program as well.

# Cost and Funding

There is also a \$90 application fee and \$500 non-refundable enrollment fee. The University of Arizona charges a \$35 fee when the MBA Master Plan of Study (MPOS) is approved by the Graduate College. The MPOS is usually created early in a student’s graduate studies career and changes over time.

\* Costs are subject to change with the Approval of the Arizona Board of Regents (ABOR).

Arizona State Residents	Costs for 9-Month Academic Year*
Tuition and Fees	\$25,516
Course Materials	\$1,200
Living Expenses	\$12,800
Travel	\$3,900
Miscellaneous	\$4,000
*Global Business Experience (course fee)	\$4,800
<b>Total</b>	<b>\$52,216</b>
Non-Resident/International	Costs for a 9-Month Academic Year*
Tuition and Fees	\$45,458
Course Materials	\$1,200
Living Expenses	\$12,800
Travel	\$3,900
Miscellaneous	\$4,000

Arizona State Residents	Costs for 9-Month Academic Year*
*Global Business Experience (course fee)	\$4,800
<b>Total</b>	<b>\$72,158</b>

## Tuition Payment

Tuition payments for the Eller Full-Time MBA will be processed through the University of Arizona Bursar's Office.

Participants can pay using cash, check, cashier's check, money order, VISA, Master Card, American Express, Financial Aid or company purchase order (through a financial guarantee). [Details are available on the Bursar's Office website.](#)

Students whose companies are funding their education should follow the [guidelines for sponsors.](#)

*Please note that tuition, payment dates, and process are subject to change. Additional information can be found on the [Bursar's Office website.](#)*

## Course Start and Tuition Deadlines 2023-24

Course Start Date	Tuition Deadline	Course Start Date	Tuition Deadline
August 21, 2023	<a href="#">Bursar's Office</a>	August 19, 2024	<a href="#">Bursar's Office</a>
January 10, 2024	<a href="#">Bursar's Office</a>	January 8, 2025	<a href="#">Bursar's Office</a>
May 13, 2024	<a href="#">Bursar's Office</a>	May 12, 2023	<a href="#">Bursar's Office</a>

## Financial Aid

Financial aid — including government grants and loans — may be available to help pay program costs. More information on pertinent Financial Aid for MBA students can be found on the D2L Student Resource Center once admitted. For information, contact the University of Arizona Office of Student Financial Aid:



- <http://financialaid.arizona.edu>
- [askaid@email.arizona.edu](mailto:askaid@email.arizona.edu)
- 520.621.1858

Additional information regarding scholarships may be found at:

- <https://financialaid.arizona.edu/ScholarshipUniverse>
- <https://grad.arizona.edu/futurestudents/funding-tips>

# Graduate Assistantships

Graduate Assistant (GA) positions at Eller College and The University of Arizona are designed to:

- Provide benefits to graduate students while they work to complete their graduate degrees.
- Recruit exceptional students to various graduate programs.
- Provide support to colleges and departments on campus with teaching, research, and outreach.
- Provide hands on learning which allows the student to develop educational and professional skills.
- Allow the graduate student to gain an exceptional, varied, and valuable university experience.

MBA students who receive an offer to become a graduate assistant will be assigned to a position within the college in their first year based on their interests, past experience, and skills. In the second year, student input may be taken into consideration when making assignments but not guaranteed to match.

This [GA Manual](#) contains the information that a student, faculty, or staff member would need to know about Graduate Assistant/Associate (GA) appointments at the University of Arizona. For any questions or concerns regarding this information, please contact [gahelp@grad.arizona.edu](mailto:gahelp@grad.arizona.edu) (link sends e-mail). Eller MBA has its own GA Manual in addition to the Graduate College's [GA Manual](#).

Please also to refer to our [Graduate Student Aid and Tuition Remission Frequently Asked Questions \(PDF\)](#).

Eller MBA has a supplemental GA Manual and is reviewed the first week of the semester with all students in a GA role.

# Student Conduct

## Eller MBA Academic Integrity Policy

At the Eller College of Management, we strive to prepare MBA professionals who can pursue careers in demanding and competitive environments with skill and integrity. To this end we work to foster a climate of honesty, collaboration and respect. **The Eller MBA Department's Academic Integrity Policy follows the Dean of Student's Policy for The University of Arizona.** Our success in promoting a culture of honesty, collaboration and respect will depend on the extent to which all members of the Eller community embrace these standards, holding themselves and those with whom they work accountable to them in their daily actions and words.

### What is Academic Integrity?

Academic integrity is a character trait involving honesty and ethical behavior related to scholarly work. Scholarly work involves all the intellectual endeavors of a student or faculty member during their course of study/employment related to education. Pursuing a mindset of integrity is not only important during one's academic career, but also throughout one's life and dealings with society. Academic Dishonesty involves unethical behavior conducted by either students or faculty related to scholarship. It can involve a variety of activities from cheating to plagiarism.

### Potential Consequences of Academic Dishonesty

- failing grade on assignment
- failing the course
- removal from program of study
- expulsion from university

### Forms of Academic Dishonesty (this is not an exhaustive list)

- providing forged documents, using fake information or submitting plagiarized material during the admission process
- using the same assignment for more than one class without the instructor's prior consent
- using unauthorized materials (cheat sheets, notes, textbook, talking with other individuals, etc.) during examinations or in assignments without the instructor's prior consent
- gaining unauthorized access to examinations prior to the exam date and time

- submitting someone else's work as your own (includes various forms of plagiarism and having someone else do the work for you)
- submitting false research or laboratory information as actual results
- using fake documents to gain an extension of time to submit work or take an examination

## **Academic Writing**

Features of academic writing include:

- A well-crafted, thoroughly researched argument
- Written with the appropriate audience in mind
- Displays critical thinking, reading, and writing
- Free from common errors of spelling, punctuation, syntax, and grammar
- Avoids all forms of plagiarism
- Cites all sources

Citations: Carroll, L. A. (2002). Rehearsing new roles: How college students develop as writers. Carbondale: Southern Illinois University Press.

Levin, L. L. (2010). What is Academic Writing?. In C. Lowe and P. Zemliansky (Eds.), Writing spaces: Readings on writing, Vol. 1 (pp. 3-17).

## **Plagiarism**

Anyone who has written or graded a paper knows that plagiarism is not always a black-and-white issue. The boundary between plagiarism and research is often unclear. Learning to recognize the various forms of plagiarism, especially the more ambiguous ones, is an important step in the fight to prevent it.

## **List of Reading Resources**

The following is a list of selected online writing resources:

- The Purdue Online Writing Lab (OWL) – <http://owl.english.purdue.edu/>
  - Purdue OWL provides over 200 writing resources including information about various citation formats.
- Dartmouth University Institute for Writing and Rhetoric – <http://writing-speech.dartmouth.edu>
  - The Institute for Writing and Rhetoric provides a variety of resources including information about logic and argument and writing a thesis.
- George Washington University Writing Center <http://www.gwu.edu/~gwriter/Resources.html>
  - The GWU Writing Center provides an assortment of writing guides for various subject areas as well as other useful writing resources

**All Eller MBA students must sign the Eller MBA Academic Integrity Policy: [Eller MBA Academic Integrity Policy Form](#)**

All members of the Eller MBA Program are expected to know the Academic Integrity Policy's content and implications. Lack of familiarity with the policy will not excuse integrity violations.

Complete information about the Code of Academic Integrity can be reviewed at: <https://deanofstudents.arizona.edu/policies/code-academic-integrity>

as well as the Student Code of Conduct at <https://deanofstudents.arizona.edu/student-rights-responsibilities/student-code-conduct>.

Violations include, but may not be limited to:

Integrity Violations in Academic Conduct:

- Direct use of the words or ideas of another without giving proper credit, including material drawn from print, televised, or electronic sources.
- Submission of the same or substantially same assignment to different instructors, without the express permission of the later instructor.
- Unauthorized use of another person's work, in part or in whole, on assignments (including work done in conjunction with another student or not) and in exams.
- Receiving or giving unauthorized assistance on exams, quizzes, or assignments.
- Using unauthorized materials during an exam or on assignments.

It is every student's responsibility to seek clarification from faculty on class rules before an assignment is turned in. It is unacceptable to submit an assignment and then claim lack of knowledge of the rules by which it was governed.

Integrity Violations in Personal Conduct:

- Taking or attempting to take the property of another without permission.
- Misrepresenting the truth or furnishing false information, with the intent of gaining unfair personal advantage, or causing harm to another.
- Verbal or physical harassment of any kind, aimed at any individual or group.
- Inappropriate use of another student's personal information.
- Inappropriate use of D2L or other University of Arizona information systems.

Faculty members are responsible for describing rules specific to their classes beyond the general policy and will determine the penalties for violations.

**Penalty for violations listed could include:**

- Failing grade for an assignment or course in which the violation occurred.
- Inability to obtain recommendation letters for graduate school or employment.
- Removal from the Eller MBA Major or Eller College.

Eller MBA follows the Dean of Students processes regarding academic integrity. Additional information regarding this can be found at:

<https://deanofstudents.arizona.edu/>

## Mission and Outcomes

The Eller College of Management's mission is:

...to discover and share new knowledge that shapes the future of business and to educate the next generation of responsible, global leaders who embody the changing business world and possess the knowledge and drive to impact it.

### The Eller Way

As students, faculty, and staff members at the Eller College of Management, we embrace a long and sustained culture of excellence. Our school is nationally recognized, and our contribution is critical to our continued elevation. Our standards are high and call us to:

**Integrity**

***Do the right thing 100 percent of the time.***

**Innovation**

***Creatively anticipate and leverage change.***

**Excellence**

***Consistently surpass ordinary standards.***

**Determination**

***See challenges as opportunities.***

**Inclusion**

***Create a community where everybody thrives.***

In addition to the Eller Way values, the following set of learning outcomes was developed in order to assess the knowledge and skills attained by Eller MBA graduates.

### **Critical Thinking**

- Demonstrates the ability to identify a problem and the information needed to develop a solution, develop alternative solutions, recommend the best solution, and evaluate the efficacy of the solution after it has been implemented.
- Demonstrates the ability to articulate both sides of an argument, evaluate the quality of arguments and evidence, and construct and defend the position taken.
- Explores innovative alternatives during the problem solving process.

### **Communication**

- Expresses written information appropriate for a given audience with conciseness and clarity.
- Demonstrates the ability to prepare and deliver a professional presentation on a business topic.
- Demonstrates active listening.
- Effectively utilizes data in written and oral presentations to communicate ideas.
- Demonstrates proficiency in written and oral business communications.

### **Collaboration**

- Provides and receives feedback, ideas, and instruction in a professional manner.
- Organizes tasks and delegates responsibility to complete collaborative projects in a timely manner.
- Explains the role and impact of each team member (including self) on the collaborative project.
- Effectively works with a diverse, cross-functional team towards a common goal.

### **Business Knowledge**

- Demonstrates the ability to understand markets and financial theories through appropriate analysis and reporting.
- Formulates an operations strategy that supports the competitive strategy of the firm and provides a means to achieve a competitive advantage.
- Demonstrates an understanding of current theories of management and leadership.
- Employs statistical data analysis and management science as a support to decision-making processes throughout an organization.

- Demonstrates an understanding of the domestic and global economic environments of organizations.
- Demonstrates an understanding of business strategy and performs analysis of competitive markets to recommend strategies.
- Applies marketing strategies and tactics as a way of understanding customers and competitors to create profitable firms and organizations.
- Describes how information technology and information systems influence the structure and processes of organizations and economies, and the roles and techniques of management.

### **Technology**

- Demonstrates the ability to use business software and technology appropriately.
- Utilizes technology appropriately in research contexts.

### **Ethics/Social Responsibility**

- Identifies ethical dilemmas and develops appropriate courses of action that consider the well-being of others and society.
- Develops an understanding of the role of legal and social responsibility in organizations and society.
- Engages in public service and professional development activities.

### **Leadership and Professional Skills**

- Demonstrates leadership and appropriate inter-personal skills.
- Adaptable leadership skills for situational challenges and diverse environments

### **Professional Skills**

- Applies knowledge in new and unfamiliar circumstances through a conceptual understanding of relevant disciplines.
- Demonstrates the ability to adapt and innovate to solve problems, to cope with unforeseen events, and to manage in unpredictable environments.
- Leverages skills and experiences for professional success.

# Program Requirements

## Curriculum

**Full-Time MBA degree requires completion of 48 units (credits): 30 core units and 18 elective units.**

Core courses are offered in a cohort model completed in 21 months. There are two sessions each semester where students are enrolled in classes in their first year. Starting in the second semester, students may take electives. Elective course information is distributed the semester prior to those electives being offered for all enrolled semesters.

### **Academic & Program Advising**

Academic and Program advising sessions can be scheduled in eSms when available time is made by the Director. Proactively creating your graduation plan and providing feedback about the program will maximize your MBA experience.

# Eller Full-Time MBA Core Courses

## **Fall Semester – 1<sup>st</sup> year**

### **MGMT 501 Leadership in Organizations (2 units)**

This course takes a decidedly experiential and applied approach to examining, developing and evaluating techniques for managing groups and teams within organizations.

### **MGMT 562 Applied Business Statistics (2 units)**

Conceptual understanding of advanced, applied, inferential statistics with emphasis on their use as a managerial decision-making tool.

### **BCOM 510A Communication for Managers and Professional Development (3 units)**

This course will provide students with communication strategies and skills to manage and lead in the complex and rapidly changing global business environment. Initial introduction to functional and industry opportunities; mentoring and networking; consideration of experiential learning opportunities. This course also provides



additional opportunities to strengthen and measure core professional communication competencies.

**ECON 550 Economics for Managers (2 units)**

Examination of industrial structure theory of prices under varying market conditions with application to business problems with emphasis on building and sustaining competitive advantage.

**FIN 510A Finance (2 units)**

Integration of basic principles and underlying theory of corporate finance, with emphasis on the analytical financial management of firms to enable students to pursue further study in any area of finance.

**ACCT 540 Introduction to Financial Accounting (2 units)**

Principles and procedures underlying the financial accounting process and their application in the preparation and analysis of financial statements of real companies.

**MKTG 510 Market-Based Management (2 units)**

Exploration of the environment, scope and nature of marketing management theory and practice to maximize customer value and satisfaction with focus on market analysis for product, price, promotion, distribution and service.

**Spring Semester – 1<sup>st</sup> year**

**ACCT 545 Introduction to Managerial Accounting (2 units)**

This course presents an overview of managerial accounting concepts, focusing on providing and evaluating accounting information for decision making, planning and control of operations and organizations, and strategic management.

**MIS 560 Operations Management (2 units)**

Organizations use their operations to achieve their strategic objectives. While operations can be diverse, they have characteristics in common. This course focuses on those common attributes. The class will focus on managing processes, inventory, supply chain management, and the integration of operations with strategic issues.

**FIN 510B Finance (2 units)**

Continuation of the integration of basic principles and underlying theory of finance, with emphasis on the analytical financial management of firms through Microsoft Excel.

**BNAD 597A Business Consulting Projects (3 units)**

Small teams of students work in consultation with a faculty member to finalize scope, plan, and execute a project for an organization to deliver value to them.

**MIS 585 Strategic Management of Information Systems (2 units)**

The objective of this course is to define how a business manager can work with an IS professional to articulate the value of an IT solution (project).

**Fall Semester – 2<sup>nd</sup> year****ECON 551 Business Strategy (2 units)**

This course is concerned with the long-term strategy of a business organization, identifying and analyzing past and current strategies and discusses formulating and implementing new ones.

**Spring Semester – 2<sup>nd</sup> year****MGMT 520 Managing Ethics in Organizations (2 units)**

This course explores how law and stakeholder interests impact corporate social responsibility, giving participants a solid understanding of the role of ethics in management, experience managing tradeoffs in ethical decision making, and concepts for assessing social return on investment as a component of business performance.

**In addition to the 30 credits of core courses, students must complete 18 units/credit hours of Electives. Electives may come in the form of concentrations or dual degree studies.**

# Concentrations

Five concentrations are offered and are earned by completing specific requirements. Additional elective and concentration offerings may be available to students. Consistent with our other MBA programs,

concentrations do not appear on your diploma or transcripts; they are self-declared and may be added to your résumé:

### **Entrepreneurship**

The McGuire Center for Entrepreneurship is highly ranked and recognized for its ability to develop personal and professional attributes critical to success — in any environment — and to nurture and strengthen the capacity to move an idea from concept to commercialization. It is a great choice if you plan to make a career change directly into an entrepreneurial venture, or if you want to return to the corporate setting with a toolkit which will prepare you to innovate from within. Entrepreneurship also adds value if you are considering private equity or management consulting, or if you are entering a smaller company with a strong growth curve. [Check out the McGuire Center for Entrepreneurship website](#) for more information.

### **Finance**

The Department of Finance at Eller provides access to a wide portfolio of courses for MBA students. A finance concentration is designed for those interested in careers including investment management, hedge funds, and private equity. It is also a good choice for those considering careers in corporate treasury, retail banking, and consumer finance. Those with solid finance backgrounds often fill management consulting jobs and corporate finance positions in other industries—for example, in mergers and acquisitions in many corporate sectors. [View the Finance Department website](#) .

### **Health Care Management**

The Center for Management Innovations in Health Care (CMIHC) is an interdisciplinary enterprise with the mission to develop and contribute new human, strategic, and technological resources to the organization and management of health care delivery systems through education, research, and community partnerships. Given the critical role of health care enterprise in the U.S. economy, and the wide and expanding range of employment opportunities in health care and information management, CMIHC will help coordinate expanded educational opportunities for students, including a new concentration now available for Eller MBAs. The Center draws on the knowledge and expertise of Eller College faculty in all departments and programs, consistent with its interdisciplinary focus. [Check out the Center for Management Innovations in Health Care website for more information.](#)

### **Management Information Systems (MIS)**

Management information systems (MIS) is the design and management of information technology (IT) for an organization. It focuses on the best way to enable the organization to meet its goals and business challenges. MIS professionals are the “communication bridges” between IT and the business

community. They analyze, design, implement, and manage IT strategy to help solve business problems.

There are three tracks within this concentration. They are Business Intelligence and Analysis, Enterprise Systems Management, and Security and Information Assurance. Visit the [Department of Management Information Systems website](#) for more information.

### **Marketing**

Regardless of the industry, company, or country where you are employed, or the job function you perform, you gain a competitive advantage by enhancing your understanding of the marketing function. Increasingly, organizations are using marketing strategies, tactics, and tools to differentiate themselves and to compete in the global marketplace. The marketing concentration at Eller will strengthen your MBA education and prepare you for careers in brand management, market research, product development, or other marketing functions. Visit the [Department of Marketing website](#) for more information.

## **Dual-Degree Programs**

Dual-degree programs are structured so that students maximize their studies in the shortest realistic amount of time. Intended graduation plans are coordinated with each program and based on the normal expected course load students would take if not enrolled in the dual degree program. These plans should be strictly followed and reviewed regularly with each program's academic advisor when registering for coursework. Any coursework taken before admittance and matriculation to the second program should be coordinated with the second program's academic advisor.

Students also have the option to undertake the MBA dual degree in any of the following programs listed below. Some sequencing restrictions apply.

### **The following dual-degree programs are available:**

Business Administration, M.B.A.	Accounting, M.Ac. Accounting, M.S. Aerospace Engineering, M.S. Agricultural Education, M.S. Business Analytics, M.S.B.A. Electrical and Computer Engineering, M.S. Engineering, M.Eng. Finance, M.S.
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	Hydrology, M.S. Law, J.D. Management Information Systems, M.S. Marketing, M.S. Mathematics, M.S. Medicine, M.D. Mining, Geological and Geophysical Engineering, M.S. Natural Resources, M.S. Optical Sciences, M.S. Pharmacy, Pharm.D. Planning, M.S. Public Health, M.P.H. Soil, Water and Environmental Sciences, M.S. Systems Engineering, M.S.
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# Academic Requirements, Policies, & Grades

## Degrees

Graduate degrees will only be awarded to students that complete the program with a GPA of 3.0 or better, are in good standing with the University and are current on all University bills.

## Unit Policy

After the first semester, Full-time MBA students must be enrolled in a minimum of 6 units and no more than 13 units at a time and no more than 17 units in a semester. Dual degree students must follow their dual degree graduation plan. No units can be added to the first semester of MBA studies. Students must be enrolled in at least 50% of coursework with the course Instruction Mode as "In Person" at any given time. Any requests for coursework over the summer will require a student to go through the course exception request policy and will require extraordinary circumstances as student should be focused on their MS projects or expected internships. Courses from another platform may be taken in exceptional circumstances and with approval from the Associate Dean, Assistant Dean, and platform director. Independent studies and audited courses may be completed but units may not count towards the MBA degree. Pass/Fail units from BNAD 593A only count towards the degree once as required by work authorization

and in some dual degree agreements as approved by the platform director.

## **Appeals**

Graduate students have the right to request an exception or appeal of any policy or procedure. Eller MBA students may do this through your program director. On a case by case basis, we will review exceptions to the policies for extenuating and compelling circumstances. Please complete the form and provide any additional documentation to your Program Director. Eller MBA believes in creating an exceptional student experience that is fair and equitable for all. Requests are reviewed by Director Committee or by the MBA Associate Dean. Every exception decision is made based on each situation and circumstance. Please note that a review of your request does not guarantee the request will be granted.

## **Other Grievances**

For additional issues, please contact the program director. This [link](#) may help provide some possible clarity on next steps.

## **Acceptance of previously earned units**

Eller MBA adheres to the Graduate College policy regarding Second Master's Degrees with the added stipulation that the first degree is a current dual degree partner with Eller MBA and the units would be counted towards the MBA under that dual degree agreement. The student must request their use in writing to their advisor before their first semester begins per the University calendar if a student would like to use these units. Grades must be A or B. All other transfer units, units earned as a non-degree-seeking (NDS) student, or graduate units earned before admittance to Eller MBA will not be accepted. If previously earned units could result in graduation earlier than the expected timeline, a committee of the Associate Dean, Assistant Dean, Program Director, and Director of Professional Development will review the request and determine a new graduation plan for the student.

## **Units earned from departments outside Eller**

For currently enrolled MBA students, units earned from departments outside Eller require a statement explaining why the material covered in the course is essential to your career path and that the material is not already offered within the Eller College. Submission of the statement must be made in writing to the platform director before the end of the semester prior to the course being offered (end of fall for spring semester & end of spring for fall semester). Decisions made by the Associate Dean, Assistant Dean, and platform Director are final. Students in dual degree programs should always confirm their coursework with each program advisor each semester to avoid

any confusion or a delay in graduation.

## Platform Change Policy

Eller MBA consists of five platforms, Full Time, Evening, Professional, Executive, and Online. Each program has unique elements that meet the needs of different student demographics. We make every effort to coach students into the right platform fit prior to starting their program.

Changes in platform after starting a program are not encouraged. However, we understand that, at times, changes are necessary. Students who are in good academic and financial standing may request a change in platform under two circumstances: documented work relocation, documented health challenges preventing continuation.

All platform changes are approved on a case by case basis, after review of submitted documentation. If approved, changes in tuition and other program fees may be applicable. \*Please note: scholarships, discounts, and other tuition reduction programs do not transfer across platforms. Additionally, program management cannot guarantee expected graduation times.

In extraordinary circumstances icourse sections may be set up to accommodate a full-time MBA student to continue in program but this does not constitute a platform change. All tuition and fees will continue as if the student were a full-time student and any scholarship and/or graduate assistantship would likely not continue. A committee of the Associate Dean, Assistant Dean, Program Director, and Director of Professional Development will review any request for icourses. Approval is required at least 6 weeks prior to the start of the enrolling semester.

## D or E Grade

If a grade of D or E is earned the course must be repeated.

- There is no grade replacement at the graduate level; therefore, the D or E will factor into the GPA
- When a D or E is earned, the course will not count towards course completion requirements for graduation
- If a student earns a D or E in a core MBA course required for the degree, they must enroll again in the next possible full-time MBA section of that course, typically offered the same time the following year. Any exceptions would follow the appeals policy above.

Students who have a cumulative grade-point average of less **than 3.0** will be placed on academic probation under the following conditions:

- Required to meet with the Graduate Faculty Director or the Masters Coordinator
- Must devise a written plan of action
- After a student is placed on academic probation, they will be allowed

- to register for one additional term
- Students whose GPA is below 3.0 for two consecutive semesters will be disqualified from the MBA program

## **“I” Incomplete Grade**

The grade of **I** may be awarded only at the end of a session, when all but a minor portion of the course work has been satisfactorily completed. The grade of **I** is not to be awarded in place of a failing grade or when the student is expected to repeat the course; in such a case, a grade other than **I** must be assigned. Students should make arrangements with the instructor to receive an incomplete grade before the end of the term.

If the incomplete grade is not removed by the instructor within one year (the last day of finals one year later), the **I** grade will convert to a failing grade. For graduate courses, the one-year extension must be approved by the instructor and Graduate College dean and the request must be submitted before the **I** grade converts to an **E**. This extension requires the instructor and dean's signature on a Petition for Extension of Course Work.

The Report of Incomplete Grade Form can be found here:

<https://registrar.arizona.edu/faculty-staff-resources/grading/grading-policies/incomplete>

## **W - Withdrawal, Dropping a Course:**

When considering withdrawing (dropping) a course always refer to the term's [dates and deadlines](#) and the specific length (start/stop) of the course and if the course is a core MBA course. Specifically, whether it is a 5, 7, 8, or 15 week course will vary the deadlines.

If a student wishes to withdraw from a core MBA course required for the degree, they cannot drop the course on their own regardless of the dates and deadlines and should request approval from the program director. If the student is approved to withdraw from the course, they must enroll again in the next possible full-time MBA section of that course, typically offered the same time the following year.

Students are able to complete an official withdrawal (drop) of a course which cancels the registration for the course through their UAccess portal with no approval needed within the introductory period (specified by the registrar's office in [dates and deadlines](#)). No grade for the course will appear on the student's permanent record.



After the introductory period, students may use UAccess Student Self-Service to withdraw from a course. No approval is needed. The grade of W is awarded regardless of whether the student is passing at the time of withdrawal until this window of withdrawal is closed according to the registrar's [dates and deadlines](#). The W will appear on the student's permanent record.

Once the "withdrawal period through UAccess" closes as defined in [dates and deadlines](#) by term, the grade of W or E can be awarded only with the approval of the student's instructor and the Eller MBA Dean, and only under exceptional circumstances.

In the case of complete [Withdrawal from the University](#), if a student withdraws before the end of the fourth week for graduate and professional students, no classes show on the student's permanent record. If a student withdraws from the University after the fourth week for graduate and professional students and before the final exam period, the grade of WC (withdrawal-complete) is awarded for all classes processed in the complete withdrawal.

## **Leave of Absence**

### **General Information**

It is not necessary for a student to apply for a Leave of Absence (LOA) if he or she has a registration record for that semester. A "W" counts as a registration record. A LOA is inappropriate for a student who withdraws from all classes after the start of a semester and gets "W" grades since a LOA presupposes no registration at all for a term. Since, in such cases, the student has maintained continuous enrollment by having a registration record, he or she is eligible to register the following semester (or Summer or Winter term) and will suffer no adverse effects due to the fact that he or she was not eligible to apply formally for a Leave.

Only academic services or facilities available to the general public can be used during the LOA. LOA's may affect the status of a graduate student's financial aid. Students are responsible for determining the requirements of their funding agency and/or academic unit prior to applying for a LOA.

If a student fails to register and does not have a Leave of Absence on file, the student will be discontinued from their program. A new application will be necessary for the student to continue in the program. Re-admission is not guaranteed. See [Continuous Enrollment](#) and [Re-admission Policies](#) for more information.

### **Academic Leaves**

Academic LOAs (i.e., leaves to take course work at another university, for research, field work, internships, professional development, etc.) are handled on a case-by-case basis by the student's department and the Graduate College.

### **Medical Leaves**

Graduate students in degree or certificate programs may be granted a Medical Leave of Absence by the Dean of the Graduate College. Further information may be found at: [Leave of Absence](#).

### **Personal Leaves**

Graduate students in degree or certificate programs are typically granted a LOA for only one year throughout the course of their degree program. When circumstances warrant, this may be extended beyond one year with approval from the Dean of the Graduate College. LOAs are granted on a case-by-case basis for compelling reasons including birth or adoption of a child, personal or family reasons, medical reasons, military duty, or financial hardship. Students will maintain their status without reapplying to the department and the Graduate College at the expiration of the LOA.

### **Retroactive Leave of Absence**

A retroactive leave request is any request made after the last day of finals in the semester. If a student does not request the leave by the last day of finals, he or she would need to apply for re-admission to the program. Under extraordinary circumstances, LOAs may be granted retroactively. In such cases, students will be readmitted without reapplying to the department and the Graduate College.

### **Requesting LOA**

Students should request a Leave of Absence by submitting the [Leave of Absence](#) form with the program director. Any Leave of Absence will be reviewed by the Sr. Director of Professional Development to determine programmatic approval of the request.

For other information on how to resolve grievances see [Graduate College Grievance Types and Responsible Parties](#).

# Graduation

In addition to meeting all of the program requirements, having a GPA of 3.0 or better as well as being current with all university bills, there are several forms that you will need to complete in order to be eligible for your program completion and graduation. These forms are collectively called GradPath forms.

## GradPath Forms

To access your GradPath forms you will need to log on to your UAccess account. From your drop down menu select GradPath Forms. The following four (4) forms must be completed in sequential order.

### 1. Responsible Conduct of Research Statement

This form is an acknowledgement and acceptance of the University's Academic Code of Integrity. ***This form should be completed in the first month of your last semester.*** Completing this form allows you to access the next form in the GradPath.

### 2. Master's Plan of Study (MPoS)

This form documents your entire program coursework and academics. ***This form should also be completed in the first month of your last semester.*** Please list **Paige Bausman** as your **Faculty Advisor**. If your Plan of Study gets declined, you will receive an automated message alerting you. Once you log into UAccess and view your GradPath forms, you will be provided with a reason for the denial and instructions on how to proceed.

### 3. Master's Committee Appointment (CA) Form

This form will not be available until the MPoS has been approved. This form must be completed as soon as possible after your MPoS is approved by the Graduate College. When asked whether or not you have a committee, answer "NO". Eller MBA will not approve your CA form until your graduation checklist is completed. You can find the graduation checklist below.

### 4. Master's Completion Form.

This form requires no action on your part. The MBA Department will report completion for a master's student to notify the Graduate College that the student has satisfied all departmental requirements for the degree. Your MBA Director will complete this form.

## Employment & Degree Verification

Employment verification is done through the Office of Human Resources and more information can be found on [their website](#).

Degree, Attendance, or Enrollment verification as it's called can be done on your own through UAccess. Directions for this process can be found on the [Registrar's website](#).

**Graduation Checklist - Student**

- Complete Exit Survey
- Report Employment Status
- Complete Alumni Survey
- RSVP for Toast
- RSVP for Convocation
- Join LinkedIn's Eller MBA Alumni Networking Group
- Complete GradPath forms

**Graduation Checklist – MBA office**

- Approve Committee Appointment Form
- MBA Toast
- Provide Convocation tickets
- Create Exit Survey
- Create Alumni Survey
- Send LinkedIn link

# Professional Development

The MBA Professional Development Team is here to assist students in all areas of professional development. They provide the knowledge, resources, and tools needed to navigate and manage the MBA-level career search. Focus is given to résumé and cover letter writing, personal branding, networking, interview skills, and job search techniques.

## **Résumé Review**

All students seeking employment can contact and meet with a member of the Eller MBA Professional Development Team, to have their résumé and cover letter reviewed. The team will help the student identify adjustments that could strengthen their résumé and cover letter.

## **Resources & Information:**

Whether exploring your career options, preparing for interviews, or deciding on job offers, Eller MBA Professional Development offers a number of resources.

**Handshake:** <https://arizona.joinhandshake.com/login>

This is the University of Arizona job board where students can maintain their résumé and profile, search and apply for internships and jobs, and sign up for a variety of events. Just log in with your Net ID!

**Jobscan:** <https://www.jobscan.co/>

This is a tool that gives students an instant analysis of how well their resume is tailored for a particular internship/job and how it can be even better optimized for an Applicant Tracking System (ATS). As an Eller BMA student, you have premium access to this tool!

## **MBA Professional Development Online Student Resource Center:**

<https://d2l.arizona.edu>

Via D2L, the official online class site for UA, MBA students can view the Professional Development calendar to see all the events to take part in throughout the year and locate more professional development materials and resources.

## **MBA Exchange**

MBA Exchange.com is an exclusive MBA internship and job search tool that helps students explore open positions, leadership programs, and learn about employers across industries and geographies and connects MBA's to employers across the world.

## **Internships**

The Professional Development team recommends that MBA students locate an internship prior to graduation to gain experience in the industry of interest. During your program, you will have the opportunity to connect with companies that recruit UA MBA students.

### **Career Fairs**

There are a variety of opportunities available to MBA students to network and showcase skills and talent. These range from traditional career fairs to career treks, locally and nationwide.

### **Employment Reporting**

The Eller MBA program ranks in the top 50 business schools in the US. The Professional Development team requires students to report accepted job offers. By doing this, students assist in ranking results, and increase in the overall value of the Eller MBA degree, making it more competitive and desirable to employers. This reporting is done in the eSMS platform.

### **Mock Interviews**

Mock Interviews are practice interviews that can assist students with responses to behavioral, technical, and critical thinking questions. Then, the team works with Alumni and industry professionals who are willing to take time out of their schedule to come to campus, or interview via phone or Zoom, to help students hone and craft their interviewing skills.

### **Networking**

The goal of Networking is to move beyond “interacting” to building relationships. It is important that MBA students understand that networking is the building block of the career search. The Professional Development Team provides networking opportunities throughout the program.

### **Company Information Sessions**

The Professional Development Team will bring employers and recruiters to campus to talk about their company operations, types of positions they hire for, and employees they seek. This offers networking opportunities, and a wealth of information about top companies, to current MBA students that have an interest in pursuing an internship or post-graduation opportunity.

### **Alumni Mentor Program**

MBA students have an opportunity to be matched with an Alumni mentor during the program. This allows students an opportunity to engage and learn from an alum who has gone through the same journey, ask for advice, and grow professionally.

# Important Links

[Eller Home](#)

[D2L](#)

[UAccess](#)

[eSms](#)

[The University of Arizona Graduate College](#)

[Graduate College Resources](#)

[General Catalog](#)

[Course Registration](#)

[Eller Faculty Directory](#)

[Dean of Students](#)

[Student Health](#)

[Bursars Office](#)

[Office of Financial Aid and Scholarships](#)