

Eller Online MBA Program Student Handbook

Eller College of Management
2026 - 2027



THE UNIVERSITY
OF ARIZONA

Eller MBA

Table of Contents

<u>Introduction</u>	1
<u>Contacts</u>	2
<u>Admissions</u>	3
<u>Cost and Funding</u>	5
<u>Student Conduct/ Honorlock</u>	7
<u>Program Requirements</u>	10
<u>Graduate Certificates</u>	10
<u>Core Classes</u>	11
<u>Elective Classes</u>	13
<u>Mission and Outcomes</u>	18
<u>Academic Requirements/ Grades</u>	20
<u>Graduation</u>	23
<u>Career and Professional Development</u>	24
<u>Important Links</u>	26

Program Introduction

The Eller Online MBA spans 14-48 months and couples UA's tradition of academic excellence with bold innovation, challenging and rewarding curriculum, and exceptional faculty.

The Eller Online MBA 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
- 6 Starts per year
- 7-week courses
- 24/7 asynchronous delivery of content
- Career assistance, including placement of graduates with top firms
- Flexible schedule- complete your degree in as little as 14 months or take up to four years

Important Contacts

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Admissions

The Eller Online MBA program looks for students who bring strengths and aspirations to our online learning environment, and who possess the ability to be part of an MBA program in which they are the co-creators of their experience.

What We Look For

- 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
- [View class profile](#)

Application Requirements

A complete application consists of the following items:

- A completed online application form ([apply online](#))
- Application fee (\$90). Waivers may occur cyclically
- A Statement of Purpose
- A professional resume
- Three professional recommendations
- One copy of official transcripts* from each university, college, or community college attended
- Official GMAT scores or GRE scores (test must have been taken within the last five years of the intended term of enrollment)

The GMAT/GRE is currently waived until further notice.

*We will accept unofficial versions of your school documents for initial evaluation purposes only. If admitted, the Graduate College will require official copies. Also, include a copy of the grading scale or transcript key for each school transcript if applicable. Refer to the [UA Graduate College Transcripts and Degrees](#) for more information.

International Students

The Eller College welcomes the cultural experience and knowledge that international applicants add to the program. The Online MBA is an ideal means for students from around the globe to earn their MBA. In addition to the materials listed in the Application Requirements, international applicants are required to submit the following:

- Proof of English Proficiency, please see the [English Requirement](#) to see if it is needed.
- One copy of official transcripts and one official copy of diploma(s) and/or degree certification both in native language and in English**

Please note that the Online MBA program is NOT a Visa granting program.

GMAT Waiver Eligibility

The GMAT/GRE is waived for those prospective applicants who hold a minimum of a bachelor's degree from a U.S. regionally accredited not-for-profit institution **AND** meet one of the following criteria:

- Veterans or actively serving U.S. military personnel who hold a bachelor's degree with a 3.0 GPA from a regionally accredited not-for-profit institution
- Peace Corps Volunteers* who have completed their service
- Those with a departmentally approved bachelor's degree from a Business Management related field and/or STEM (science, technology, engineering, or math) discipline with a GPA of 3.5 or higher may also qualify; please send us your transcript for approval
- Holders of a terminal degree such as MD, JD, or PhD

Cost and Funding

The cost is \$1,250* per unit for a total cost of \$56,250** for the program. Tuition includes eBooks and electronic course materials***.

There is also a \$90 application fee (waivers available cyclically). The University of Arizona charges a \$35 fee at graduation to process and mail the diploma earned.

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

** There is a cost, estimated at \$4,500, for travel associated with the Global Business Experience, which is part of the *BNAD 513, Global Context of Business* elective. -*Global Business Experience subject to change-*

***Additional purchase of course materials required for MIS elective courses.

Tuition Payment

Tuition payments for the Eller Online 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, 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.

Start, Application, Document, Registration, and Tuition Deadlines

Session	Session Start	Application Deadline	Registration Deadline	Tuition Deadline	Refund Deadline
Spring A	January 20, 2026	December 15, 2026	January 22, 2025	Bursar's Office	January 26, 2026
Spring B	March 16, 2026	February 16, 2026	March 18, 2026	Bursar's Office	March 22, 2026
Summer A	May 18, 2026	April 18, 2026	May 20, 2026	Bursar's Office	May 24, 2026
Summer B	July 6, 2026	June 6, 2026	July 8, 2026	Bursar's Office	July 12, 2026
Fall A	August 24, 2026	July 24, 2026	August 26, 2026	Bursar's Office	August 30, 2026
Fall B	October 19, 2026	September 19, 2026	October 21, 2026	Bursar's Office	October 25, 2026

Financial Aid

Financial aid - including government grants and loans - may be available to help pay program costs. For information, contact the University of Arizona Office of Student Financial Aid:

- <http://financialaid.arizona.edu>
- askaid@email.arizona.edu
- 520.621.1858

Additional information regarding scholarships may be found at:

<https://financialaid.arizona.edu/scholarshipuniverse>

Financial Aid policy mandates that the student must be enrolled in a minimum of 5 units per term* for the aid to disburse.

****Term is 2 seven-week sessions. If you were to start in session 2 and want to use financial aid, you must enroll in 5 units in session 2.***

Student Conduct

Eller MBA Academic Integrity Policy

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 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 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/qwriter/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) 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 U of A 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: [Dean of Students](#).

Honorlock

Honorlock is an online proctoring service that allows you to take your exam in the comfort of your own home. You DO NOT need to create an account or schedule an appointment in advance.

Honorlock is available 24/7 and requires the following:

- Computer
- A working webcam/microphone
- Photo ID
- Stable Internet connection

Access Honorlock by logging into your D2L, selecting your course and browsing to the Honorlock page within D2L. Once you enter Honorlock, you will be automatically prompted to download the [Honorlock Chrome Extension](#).

For further information and details for the webcam setup, please see the [Honorlock Student Guide](#).

Program Requirements

Curriculum

To earn the Online MBA degree, you must complete 45 units (credits): 28 core units and 17 elective units.

Courses are [offered in a carousel format*](#) that repeats every 14 months. There are two sessions each semester and a typical session offers four core courses and a minimum of two electives. Sessions begin six times a year or every seven weeks, allowing for several times during the year to begin the program.

**The carousel and course offerings are subject to change at any time. The program will notify you when any changes are made.*

Concentrations

Six concentrations are offered and are earned by taking specific electives. Similar to our on-ground MBA programs, concentrations do not appear on your diploma or transcripts; they are self-declared and may be added to your resume:

- Entrepreneurship
- Finance
- Health Care
- Health Care Informatics
- Management and Organizations
- Privacy and Security
- Marketing

Graduate Certificates

These stackable certificates are 9 units, may act as an additional credential to your MBA, and will appear on your transcript. Most of the electives that you may take (or have already taken) may have fulfilled the requirements for one or more certificates.

The Graduate Certificates

1. Graduate Certificate in [Healthcare Management](#)
2. Graduate Certificate in [Topics of Entrepreneurship](#)
3. Graduate Certificate in [Topics of Marketing](#)
4. Graduate Certificate in [General Management and Organizations](#)
5. Graduate Certificate in [Topics of Finance](#)

Please review this [attachment](#) for the course requirements and elective options. Note: these courses all overlap with our elective course offerings.

Core Classes

Accounting

ACCT 540: Introduction to Financial Accounting (2 units)

This course provides an introduction to the financial accounting and reporting process from a user's perspective. This course focuses on fundamental accounting concepts and principles. You will learn how the economic transactions of an enterprise are reported in the financial statements and related disclosures. The goals of the course are to provide you with a basic set of skills that can be used to understand and analyze financial statements.

ACCT 545: Introduction to Managerial Accounting (2 units)

The primary emphasis of this course is the preparation and use of accounting information to aid in planning and controlling operations and making non-routine decisions concerned with formulating major plans and policies.

Business Analytics

BNAN 562: Applied Business Statistics (2 units)

Probability and statistical analysis; More advance random variables, sampling distributions, hypothesis testing, Bayesian analysis, time series, statistical investigation.

Communications

BCOM 511: Communication Management (2 units)

This course introduces a strategic approach to professional communication (writing and speaking). Key components include audience analysis, communicator credibility, message construction, design, and delivery.

Economics

ECON 550: Economics for Managers (2 units)

Microeconomic theory and applications for business management decision making.

ECON 551: Business Strategy (2 units)

Development of business strategies to promote the competitive performance of firms.

Finance

FIN 510A: Financial Management (2 units)

Provides students with an overview of the basic concepts and analytical techniques employed in corporate finance. The goal of this class is to provide a solid foundation in the fundamentals of finance enabling students to pursue further study in any area of finance.

FIN 510B: Financial Management (2 units)

The purpose of this course is to build upon the theoretical knowledge, concepts, and analytical techniques of finance learned in FIN 510A. The focus will be on the application of principles applied to casework using Excel spreadsheets. The goal of this class is to enable students to be fully prepared for summer internships.

Management

MGMT 501: Leadership in Organizations (2 units)

This course focuses on the skills you will need to effectively lead and manage an organization. Our class may be different from other courses you may have encountered. We will take a decidedly experiential and applied approach to examine this topic. Our goal in this course is to learn how to translate theories into more specific competencies that will improve your ability to lead and manage groups and teams. We will feel successful if you walk away at the end of the semester with some useful skills that you can apply throughout your organizational lives.

MGMT 520: Managing Ethics in Organizations (2 units)

Increasing attention to the impact of business on society has made ethics more important to organizational success than at any time in recent history. With corporate governance processes driving ethics and the emergence of a new breed of "social entrepreneurs," executives need to understand the centrality of this dimension to business. 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.

Management Information Systems

OSCM 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.

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

The real-world principles, tactics, and strategies for managing information technology in for-profit and not-for-profit enterprises are explored from an executive perspective.

Marketing

MKTG 510: Market-Based Management (2 units)

Market and customer analysis for product service, price, promotion, and distribution decisions; study of marketing management theories and practices to maximize customer value and satisfaction.

MKTG 579E: Marketing of Innovations (2 units)

This course provides a market-based view of innovation and entrepreneurial activities. The focus is on how to apply an effective process to identify new products and entrepreneurial opportunities and develop an appropriate plan to bring the product to market. We will cover topics such as the emergence of innovative ideas, new product development within and beyond organizational boundaries, innovation in an entrepreneurial environment, and marketing strategies for innovations.

Elective Classes (complete at least 17 units of electives)

Accounting

ACCT 551: Financial Statement Analysis (3 units)

The purpose of this course is to build skills related to understanding accounting disclosures and using the information contained in financial statements. Topics include profitability measurement, credit analysis, footnote analysis, forecasting, and valuation. Cases and examples are used extensively to enhance understanding of key issues and concepts. **Course requisites: ACCT 540**

ACCT 575: Financial and Managerial Accounting in Healthcare (3 units)

This course covers financial and managerial accounting topics relevant to the healthcare industry. Concepts covered include the financial and operational implications of changes in healthcare reimbursement; understanding and analyzing external financial statements for taxable and tax-exempt healthcare entities; usefulness of capital and operating budgets; practical applications of managerial accounting; and decision-making tools for managers within healthcare enterprises.

Business Administration

BNAD 514: Career Management (1 unit)

Career Management is designed to provide MBA students with the knowledge, resources, and tools needed to navigate and manage their MBA-level career search. This course applies career management theories, methods, and best practices to empower students to successfully manage their careers now and in the future. The focus will be given to resume and cover letter writing, personal branding, networking, interview skills, and job search techniques.

BNAD 523: Business Law (3 units)

This course provides a foundational understanding of how the legal system works in the US and how it affects businesses. Students will acquire a general understanding of the laws that affect their jobs, their company, their industry, and business in general. Students will also be able to identify situations when legal issues might arise in the business world. Topics covered include business organizations, contracts, employment rights & discrimination, courts & litigation, and governmental regulation of business.

BNAD 596A: Topics in Leadership (1 unit) *Note: The title of the course on the syllabus is "Leveraging Technology for Success."*

This course will enable you to apply advanced tools in MS Word and PowerPoint and harness Excel and Tableau for data transformation. These tools will facilitate the successful execution of documents, presentations, and data analysis throughout the Online MBA program, and prepare you to meet expectations efficiently and effectively. It will also enhance your productivity in your daily jobs and personal projects.

Economics

ECON 503A: Microeconomic Theory (3 units)

This course explains the core principles which make up the foundation for decisions made by consumers and by producers in a variety of market environments. We describe how economists use mathematical modeling and principles of optimization to solve the consumer's problem: maximizing satisfaction given budget constraints, along with the producer's problem: maximizing profit given market conditions. After exploring the problem faced by consumers and producers generally, we discuss how the structure of a market: the number and size of participants, the nature of the product or service traded, and degree of competition, impact the theoretical outcomes of the market.

ECON 503B: Microeconomic Theory (Game Theory) (3 units)

ECON 503B is a course in microeconomic theory at the masters level. The main focus of this course will be game theory. The main goal of the course is to give students an introduction into analyzing strategic interactions with self-interested agents. The course will introduce concepts for analyzing these games in different environments. Along with the concepts, a number of examples will be given, which highlight the applicability of game theory to a variety of fields, including economics, political science, computer science, biology, and engineering.

ECON 510: Theory of Quantitative Methods in Economics (3 units)

This course introduces the tools and reasoning skills essential for analyzing data using Python. It emphasizes how data can be organized, cleaned, transformed, and visualized to support clear, evidence-based insights. Students learn to work efficiently in Jupyter Notebooks, using pandas and related Python libraries to build reproducible, well-documented workflows.

Rather than focusing on theoretical modeling or purely statistical techniques, the course centers on practical

data handling and interpretation. Through guided notebooks, exercises, and a final project, students develop the ability to move from raw data to structured analysis—preparing them to work confidently with real-world datasets across a variety of applied domains.

The course follows a hands-on approach where students explore authentic datasets, reflect on their process, and learn to communicate their analytical reasoning clearly in both code and narrative form.

ECON 511A: Econometrics (3 units)

Econometrics is the art and science of the estimating and testing of economic models. These estimated models can then be used for causal inference and prediction. This course gives a rigorous introduction in econometrics. It covers the linear model, potential outcome model, the average treatment effect, multivariate linear model, nonlinear models with and without endogeneity, LASSO estimation, machine learning, prediction, and the bootstrap. Knowledge of statistics at the level of Economics 510 Masters level is assumed as well as knowledge of calculus at the level of Hansen (2018), appendix A. Computer programming experience is helpful but not required. An important objective of the course is for the student to learn how to conduct—and how to critique—empirical studies in economics and related fields. The course emphasizes understanding and intuition so that you can adjust the tools to new quantitative problems that you may encounter.

ECON 515: Econometrics and Machine Learning (3 units)

This course explains the fundamental trade-off in prediction: The Estimation uncertainty versus Misspecification of the Conditional Expectation. We use parsimonious models and machine learning to deal with this trade-off. The course emphasizes understanding and intuition so that you can adjust the tools to new quantitative problems that you may encounter. **Course requisites: ECON 511A**

ECON 543: Macroeconomics in the Digital Era (3 units)

This course investigates how digital transformation is redefining macroeconomic theory and policy. It examines the effects of digital technologies on economic growth, labor markets, environmental sustainability, monetary system, international trade, and public policy. Key focus areas include how artificial intelligence, big data, digital currencies, and fintech drive economic growth and transform traditional macroeconomic paradigms. Throughout the course, students will explore the opportunities and challenges the digital era brings to economies.

ECON 506: Experimental Economics (3 units)

This is an introductory course that covers the major results that have been obtained by using experiments in economics. Experiments are used in economics, like they are in the natural sciences and in psychology, to learn about the world around us. In the case of experimental economics, the goal is to better understand how people make decisions in economic settings and how these translate into overall market and group outcomes. The objectives of this course are to acquaint you with the main findings from economic experiments, give you experience participating in experiments, and show you how the insights can be used in business settings.

ECON 556: Health Economics (3 units)

Healthcare expenditures now account for more than 1/6 of the Gross Domestic Product in the United States. This class will explore the sources of funding for those expenditures, and the rapidly changing trends therein.

Entrepreneurship

ENTR 523R: Customer-Focused Entrepreneurship (3 units)

This class is designed to strengthen your customer management skills and further your understanding of a set of powerful ideas about how to manage customers for superior business performance. You will be exposed to a set of well-established and effective strategies to create, deliver, and sustain superior customer value, as well as some of the most novel and cutting-edge ideas in customer management. At the conclusion of the course, you will have acquired both formal frameworks and fresh ideas about how to acquire and retain customers.

ENTR 534: Industrial Analysis and New Venture Development (3 units)

Value maximization; simulation of value distribution; sources of venture capital; timing of initial public offering; new venture ownership structuring.

ENTR 554: Leading and Organizing for Innovation (3 units)

Recent surveys indicate that innovation is at the top of the agenda for more than three-quarters of executives; at the same time, nearly as many report failing to meet their own hopes and expectations for their innovation initiatives. This graduate-level course will focus on what is increasingly understood to be a primary reason for the gap between aspirations and outcomes for innovation and entrepreneurship: the leadership and organization of the innovative process. As companies shift their thinking about innovation from being a fundamentally technological or mechanistic endeavor to one that is more organic, creative, and

human-centered, so have they shifted their management concerns. Among them: What role does innovation play in overall strategy and where does it fit into strategic plans? What kind of leadership (or leaders) is required to develop an innovative culture? What are the implications for organizational structure and process? Are organizational innovations needed before companies can achieve their innovation objectives? Through readings, cases, exercises, and projects, we will explore these and related questions on the intangible contributors to innovative success for both existing and new firms in manufacturing, services, and nonprofits.

ENTR 560: Entrepreneurship for Owner-Operated Businesses (3 units)

This course is organized as an introduction to entrepreneurial principles for those seeking to develop an owner-operated, lifestyle business. The primary audience for this course is those interested in starting a business in the traditional small-business business model with the aim of achieving high growth. Participants will learn how to start, expand, and grow their business with an emphasis on learning practical skills including effective leadership, negotiation, and managing conflict with confidence.

Finance (Additional course material fees may be assessed with any FIN elective)

FIN 512: Advanced Corporate Finance (3 units)

Financial theory applied to capital structure; investment decisions; corporate valuation; and corporate financial policies.

Course requisites: FIN 510A

FIN 513: Fundamental Valuation Modeling (3 units)

This course is designed to provide students with a hands-on introduction to fundamental valuation, and financial decision-making. **Course requisites: FIN 510A**

FIN 514: Financial Management of the Multi-National Enterprise (3 units)

International finance markets and the financial management of multinational firms. **Course requisites: FIN 510A**

FIN 516: Financial Statement Analysis for Investment Management (3 units)

Financial Statement Analysis for Investment Management is designed to develop your ability to analyze financial statements for the purposes of investment management. Corporations have a fair degree of latitude for reporting results within the bounds of International Financial Reporting Standards (IFRS) 'outside of the United and States' and Generally Accepted Accounting Standards (GAAP) within the United States. A financial analyst needs to understand the implications of managers' financial reporting choices in order to make meaningful valuation assessments. **Course requisites: FIN 510A & FIN 510B**

FIN 521: Investment Analysis (3 units)

Portfolio theory with applications to the markets for equities, fixed-income securities, and options. Risk analysis and investment strategies. **Course requisites: FIN 510A**

FIN 522: Advanced Risk Management and Derivatives (3 units)

Risk, return, and price behavior of securities in competitive markets. Financial futures, options, and other financial and real investments. **Course requisites: FIN 521**

FIN 526: Portfolio Management Theory (3 units)

The Portfolio Management Theory course provides an overview of portfolio management from the point of view of a trust officer, mutual fund manager, pension fund manager, or other manager of securities. It will provide an introduction to the management of investment portfolios. The course is taught from the viewpoint of the institutional money manager. An integrated case analysis is designed to give the student the opportunity to apply what has been presented in the text and the classroom. Just as in real life, the case requires you to analyze a situation and suggest a solution to that situation. Also, just as in real life, there may not be a unique solution to the case. **Course requisites: FIN 521**

FIN 527: Behavioral Finance (3 units)

This course will explore how psychological biases influence our traditional decision-making process along with insights into alternative theories, anomalies, and their influence on asset pricing.

FIN 529: Money & Capital Markets (3 units)

This course is designed to provide students with a firm understanding of current market events and foundational knowledge required to comprehend and discuss financial events. **Course requisites: FIN 510A**

FIN 542: Fixed Income- Marketings, Instruments, and Strategies (3 units)

This course is designed to introduce students to fixed income markets and securities. The basic analytical tools of fixed income valuation are also presented. **Course requisites: FIN 510A & FIN 510B**

FIN 560: Real Estate Property Management (3 units)

The focus of this course is on evaluating, financing, and managing investments in real property. **Note: requires advisor approval**

FIN 580: Real-Estate Valuation (3 units)

The focus of this course is on understanding the real estate valuation process and how to perform due diligence on real estate acquisitions.

Management

MGMT 524: Teamwork and Group Process (3 units)

Examines the design, management, and leadership of task-performing teams in formal organizational settings.

MGMT 528: Healthcare Consulting Skills (4 units)

This integrative cross-disciplinary experiential class takes on real-world health care problems and works to identify and recommend solutions. As healthcare costs continue to rise, leaders of healthcare organizations are looking to make better use of the resources they currently have. The ability to identify and define problems, think analytically, and develop and recommend solutions can help students gain the skills needed to be a valuable member of any organization. In this course, we will focus on using critical thinking, communication skills, presentation skills, change management, financial skills, innovative thinking, organizational design, and project management skills to complete the consulting project.

MGMT 534: Healthcare Quality and Reliability (3 units)

The emphasis on value-based care has led healthcare payers, providers, and organizations to place increased focus on patient safety and quality. This increased focus has not led to zero patient harm. Estimates of people dying because of healthcare errors range between 400,000 and 600,000 annually. The Agency for Healthcare Research and Quality has recently reported some progress in this area, but more work remains to be done. We still see adverse events and our hospitals are often not as reliable or safe as we would like them to be. This gap has been blamed on the complexity that exists in healthcare. As the complexity of healthcare continues to increase, how can we overcome this gap? Many healthcare organizations are utilizing the principles of High-Reliability Organizations to answer this question.

This course will explore the principles of High-Reliability Organizations (HROs) and apply them to healthcare organizations. We will begin with investigating the need for a paradigm shift in healthcare culture that addresses healthcare reform, value-based purchasing, healthcare regulation, and the increased complexity in healthcare that makes it nearly impossible to eradicate all healthcare errors. The course will then explore High-Reliability Organization Theory and the driving principles behind it.

Once this groundwork has been laid, the course will explore the term reliability and how to measure it. Leadership, Management, and Culture will be examined in the context of creating High-Reliability Organizations as well as design and rollout. Finally, this course will explore graphical and statistical methods utilized by High-Reliability Organizations and their financial impact.

To achieve the learning objectives for this course lectures, guest speakers, a textbook, additional related articles, and websites will be utilized as well as case studies.

MGMT 536: Leading Healthcare Change (3 units)

Healthcare organizations need to adapt to the rapid changes occurring in payment models, delivery mechanisms, and industry organizations. This course covers theory and techniques for leading organizations through a transformation at the broad strategic level and in terms of improving processes and efficiencies, all within the unique context and challenges of the healthcare industry.

MGMT 537: Leadership in Healthcare (3 units)

Healthcare organizations are increasingly complex and dynamic, making the task of leadership more difficult than ever. Healthcare leaders face near-constant electronic communication, public attention to organizational practices, oversight by regulatory bodies, and pressures to generate immediate results. Additionally, many healthcare leaders face the difficult task of balancing the needs of staff, physicians, and other providers (who may not be employees of the hospital or healthcare organization), patients, and increasingly, parent companies. Consequently, the rate of burnout, turnover, and health problems among leaders is on the rise. The average tenure of hospital CEOs is 3.5 years, and more than half of CEO turnovers are involuntary.

There are literally hundreds of different theories and models of leadership. Rather than studying these different theories and models, we will examine leadership from a practical perspective. Across these theories, there is a common set of effective leadership practices. These practices do not encompass everything a leader needs to do to be effective. Nor do these practices address all the nuances of leading different types of people in different healthcare settings. Nonetheless, they represent a foundation for exemplary leadership and if you can master these practices, you will be more effective at leading healthcare teams, departments, and organizations.

Leadership in practice is endlessly fascinating. Reading about theories of leadership can be as entertaining as watching paint dry. Therefore, the challenge in this class is learning about leadership in a way that is engaging and insightful. We will use several interviews with healthcare leaders to help understand the subtleties of leadership action. We will also use several

exercises, cases, and reflections to have you experience different elements of effective leadership. The exam, term paper, and other writing assignments will ask you to analyze and reflect, rather than simply memorize, and recite.

MGMT 538: Health Care Organization and Management (3 units)

This course focuses on the management and organization of health care delivery, particularly in the United States. The course examines the salient features of the health care context, the unique challenges these features produce for managers in the industry, and solutions that organizations have used to address those challenges. The micro to macro challenges and solutions are explored, with a particular emphasis on the ways that leadership, human resources, culture, operations, organization design, and strategy influence the quality, safety, and costs of care and the patient experience.

MGMT 566: Advanced Negotiation (3 units)

This course is designed to provide the student with a much deeper understanding of the topic. This course is both skills and knowledge-based. The student will be exposed to cutting-edge issues in the research of negotiations.

Management Information Systems *(Additional course material fees may be assessed with any MIS elective)*

MIS 506: Healthcare Information Systems (3 units)

This course introduces students to the concepts and practices of healthcare information systems. Topics include (1) introduction to the health IT discipline; (2) major applications and commercial vendors; (3) decision support methods and technologies; (4) information systems design and engineering; and (5) new opportunities and emerging trends. A semester-long group project will provide students with hands-on experience in planning and building healthcare information systems; associated ethical and legal concerns, software engineering and human-computer interaction issues, and user acceptance and outcomes evaluation methods will also be discussed. Graduate-level requirements include leading a class discussion on a course-related topic.

MIS 511: Social and Ethical Issues of the Internet (3 units)

A broad survey of the individual, organizational, cultural, social, and ethical issues provoked by current and projected uses of networked computers on the Internet. Graduate-level requirements include an additional term paper.

MIS 515: Information Security in Public and Private Sectors (3 units)

This course exposes the student to a broad range of computer systems and information security topics. It is designed to provide a general knowledge of measures to ensure confidentiality, availability, and integrity of information systems. Topics range from hardware, software, and network security to INFOSEC, OPSEC, and NSTISS overviews. Components include national policy, threats, countermeasures, and risk management among others. Graduate-level requirements include an oral case study report as their final. This course is also available through Distance Learning.

MIS 516: Information Security Risk Management (3 units)

The objective of our MIS 416/516 course is to provide students with a thorough understanding of risk management as it applies to information security and corporate assets. The course covers numerous concepts including asset valuation, data collection, conducting a risk assessment, risk reporting, and monitoring as well as presenting various risk assessments models and frameworks. Students will complete this course with an understanding of the elements and steps necessary for completing a risk assessment.

MIS 544: Healthcare Analytics (3 units)

The overarching goal is to equip participants to contribute to and/or conduct data analytics projects effectively. In this course, we will explore the variety of clinical data collected during the delivery of healthcare. You will learn to construct analysis-ready datasets and apply computational procedures to answer clinical questions. This course will further introduce the fundamental concepts and principles of machine learning as it applies to medicine and healthcare. We will explore machine learning approaches, medical use cases, and metrics unique to healthcare, as well as best practices for designing, building and evaluating machine learning applications in healthcare.

MIS 545: Data Mining for Business Intelligence (3 units)

Corporations today are said to be data-rich but information poor. For example, retailers can easily process and capture millions of transactions every day. In addition, the widespread proliferation of economic activity on the Internet leaves behind a rich trail of micro-level data on consumers, their purchases, retailers and their offerings, auction bidding, music sharing, and so on and so forth. Data mining techniques can help companies discover knowledge and acquire business intelligence from these massive datasets. This course will cover data mining for business intelligence. Data mining refers to extracting or "mining" knowledge from large amounts of data. It consists of several techniques that aim at discovering rich and interesting patterns that can bring value or "business intelligence" to organizations. Examples of such patterns include fraud detection, consumer behavior, and credit approval. The course will cover the most important data mining techniques --- classification, clustering, association rule mining, visualization, prediction --- through a hands-on approach using XL Miner and other specialized software, such as the open-source WEKA software.

MIS 550: Policy and Ethics of AI for Business (3 units) *Coming Summer A 2026*

This course explores the ethical, social, and policy implications of artificial intelligence in contemporary society. It delves into the impact of AI on privacy, employment, bias, democracy, and human relationships; into evolving governance and regulatory frameworks for AI; and into managerial decisions regarding investment in and adoption of AI technologies in the organization. Through discussions, case studies, and critical analysis, students will examine the benefits and challenges AI presents and consider how to ensure that AI development is aligned with human values.

MIS 556: Generative AI for Business (3 units)

The course is to teach fundamental concepts and practical skills and tools on generative AI. The covered topics include the design and construction of generative AI, prompt engineering, fine-tuning of large language models (LLM), retrieval-augmented generation with LLM, security and privacy of generative AI, and ethical, legal and social implications of generative AI. The course uses state-of-the-art generative AI and deep learning tools to provide hands-on experience. Students will learn how to apply generative AI techniques to sift through large amounts of data and provide actionable business insights.

MIS 561: Data Visualization (3 units)

Visualizing data is an important step in understanding data, exploring relationships, and "making a case." The goal of this class is to introduce students to principles and tools of data visualizations and create visualizations using appropriate tools for two different but related purposes: (1) exploration; and (2) presentation. The first part is about trying to understand the data and test hypotheses that drive the data visualization effort and formulate a story; the second part is to convey that finding to others in a convincing manner.

MIS 578: Project Management (3 units)

Project Management is the application of knowledge, analytical skills, scheduling software tools, and techniques related to various project activities to meet project requirements. This course specifically addresses the nine-project management "knowledge areas", the five-project management "process groups" and the 4-way constraints of project management (i.e., scope, time, cost, quality). Graduate-level requirements include an additional term paper or a team-based PM Project with a real organization. Graduate-level requirements include an additional term paper or a team-based PM Project with a real organization.

Marketing**MKTG 530: Management of Marketing Communications (3 units)**

Application of communications theory and research findings in advertising, sales promotion, publicity, personal selling; planning, conduct, and administration of programs of information and persuasion.

MKTG 531: Introduction to Social Media Marketing (3 units)

This course is designed to introduce students to the complexities of social media marketing through revealing foundational theories and associated concepts of collective behavior, social influence, and social media marketing. This is essentially a marketing strategy course. The primary focus of this course will be on understanding: consumers, social interactions, the impact technology has on marketplace relationships, the various social media channels available to marketers, how to build social media marketing strategies, and how to track their effectiveness. Our levels of analysis will shift from individuals to collectives. You will be responsible for conducting primary and secondary research, recognizing course theories in action, creating effective social media marketing campaigns, and managing social media marketing efforts.

MKTG 538: Innovative Strategies in Health Care Marketing (3 units)

In this course, we will take a "customer-centric" view and explore how participants in the healthcare sector (physicians & nurses, hospital administrators, executives in the pharmaceutical and medical devices sectors, as well as various intermediaries who service the sector) can improve the effectiveness and efficiency of their offerings (both products and services) to help with the needs of their customers- the consumers of health care, i.e. the patients and their families. We will explore a framework through with this marketing philosophy that can be implemented in the healthcare sector using tools that help the healthcare providers learn about customer needs, design appropriate products and services and assess their value to these customers, price them, communicate the benefits, and make them accessible.

This will be accomplished utilizing readings, lectures, cases, and discussions to develop a conceptual grasp of the issues involved. The concepts and skills learned in the class should be equally relevant to participants in each sub-sector of the healthcare economy. The goal again is to provide a foundation that would enable you to be effective in leading your own workplace to design strategies based on such a customer-oriented (marketing) approach.

MKTG 542: Marketing Visual Analytics (3 units)

Strategic approaches in customer relationship management to include customer identification, acquisition, development, attrition and retention. Analytical tools are used to explore customer databases, lifetime value of customers, and return on marketing investment. **Requisites: MKTG 510**

MKTG 546: Marketing Strategy (3 units)

The key objective of this graduate-level course is to understand the development and implementation of a comprehensive long-term marketing strategy for a company or business organization by focusing on its customers, competitors, and market opportunities. The course will provide students with an opportunity to broaden their understanding of competitive marketing strategy and to develop skills in formulating, implementing, and monitoring it. Through readings, lectures, and cases we will cover a variety of topics including understanding & delivering customer value, understanding customer loyalty & its implications, choosing an appropriate position in the value chain, implementing effective segmentation and competitive positioning strategies, and designing effective pricing, channels, branding, and digital marketing strategies in a wide variety of consumer, industrial, and service industries as well as for new and old-economy businesses. The course will be of value to students interested in brand management & digital marketing, technology marketing & management, sales & distribution, entrepreneurship, management consultants, & corporate strategy.

MKTG 556: Pricing Strategy and Tactics (3 units)

Great products/services supported by attractive advertising and distribution create value for the customer while effective pricing captures value for the company. Although pricing cannot fully compensate for poor product development, promotion and distribution, ineffective pricing can surely prevent those efforts from resulting in financial success. Many companies create great value for their customers yet fail to capture that value in their earnings due to a lack of integration between their value creation activities and their pricing decisions. Experts say that for marketing strategists, pricing is the moment of truth. The purpose of this course is to make sure that when you reach that moment of truth you know 'what' to do and 'how' to do it. To equip you with the required expertise, this course covers theories, conceptual frameworks, and analytical tools used to make effective pricing decisions.

MKTG 572: Marketing Research for Managers (3 units)

Specification of management information needs, evaluation of research proposals and findings, methods of gathering and analyzing data, administrative aspects of research, and decisions.

Operations & Supply Chain Management**OSCM 571: Optimization & Decision Support Modeling for Business (3 units)**

Decision Support Systems can be defined as 'computer based systems that use data and quantitative models to solve problems and to help managers make decisions.' This is a course on making quantitative decisions. The course introduces the student to optimization methods (linear, integer, nonlinear programming and network models) used in business, decision support via Monte Carlo simulation, and decision making under uncertainty/risk. These concepts are studied in the context of applications in strategic planning, operations/supply chain management, information systems, and other areas of business. Spreadsheets are intuitive and user-friendly platforms for organizing information. Hence, spreadsheets have become indispensable tools of modern business analysis. This course focuses on structuring, analyzing, and solving managerial decision problems using Excel spreadsheets. Specifically, we address problems from operations management (e.g., resource allocation, revenue management, transportation and logistics, outsourcing production) and information systems (e.g., advertising response, media selection model), along with several other business problems from finance and marketing. In each area, we consider specific managerial decision problems, model them on Excel spreadsheets, analyze and solve the models, and then interpret the solutions obtained. As an added benefit of this course, we will learn to use advanced features of Excel. This includes some of the built-in functions, named ranges, pivot tables, charts, conditional formatting, and some simple macros. **Course requisites: BNAN 562.**

create great value for their customers yet fail to capture that value in their earnings due to a lack of integration between their value creation activities and their pricing decisions. Experts say that for marketing strategists, pricing is the moment of truth. The purpose of this course is to make sure that when you reach that moment of truth you know 'what' to do and 'how' to do it. To equip you with the required expertise, this course covers theories, conceptual frameworks, and analytical tools used to make effective pricing decisions.

MKTG 572: Marketing Research for Managers (3 units)

Specification of management information needs, evaluation of research proposals and findings, methods of gathering and analyzing data, administrative aspects of research, and decisions.

Missions 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.

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 career success.

Academic Requirements/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.

“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
- The failed course will not count towards course completion requirements for graduation

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 to be submitted to the Graduate College
- 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, before the grade goes to an E, not after the fact. This extension requires the instructor and dean's signature on a Petition for Extension of Course Work.

“W” Withdrawal, Dropping a Course:

Prior to the beginning of the second week of classes, official withdrawal (drop) of a course cancels the registration for the course. No approval is needed. No grade for the course will appear on the student's permanent record.

During the next three weeks, 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. The W will appear on the student's permanent record.

After the fifth week of classes, the grade of W can be awarded only with the approval of the student's instructor and academic 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 may request a Leave of Absence by submitting the [Leave of Absence](#) form to the program director.

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

Appeals

Graduate students have the right to request an exception or appeal of any policy or procedure. Eller MBA students may do this through contacting their program director. On a case-by-case basis, we will review exceptions to the policies for extenuating and compelling circumstances.

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.

*A review of your request does not guarantee the request will be granted.

Graduation (GradPath)

Accessing [GradPath](#)

[GradPath](#) forms are located in your UAccess Student Center under the Advising tab.

Required [GradPath](#) Forms:

You may see two or three forms, depending on your status:

Responsible Conduct form

- Auto approved once submitted
 - The Plan of Study will unlock once this form is completed.

Plan of Study

1. This form requires multiple approvals and allows you to update your Expected Graduation Term (EGT).
 1. If Professional Advisor is prompted, use your advisors' information (see advisor list below).
 2. If prompted for a Faculty Advisor, please enter Paige W Bausman.
2. Click "Get Enrollments" to pull in your completed coursework.
 1. To add future courses that are not yet scheduled, select "Get Future Courses."

2. Compare your Plan of Study with your UAccess course history and make any necessary updates.
3. Important: Ensure there are no duplicate courses, as duplicates will delay processing.

Master's/Specialist Committee Appointment Form

1. This form is required by the Graduate College.
2. Although our program does not use a committee, this can be indicated on the form.
3. Note: If you were admitted after Fall 2024, you may not see this form—if it does not populate, you may disregard it.

Completion Confirmation (only for graduates)

1. This form is initiated by our office once your final course grade is posted in UAccess.
2. Degree completion is finalized by the Graduate College and may take a few weeks after the end of your final term.

Academic Advisor Information

Please list the appropriate Professional Advisor based on your last name:

Academic Advisors by Last Name:

Alexandra Inmon (A-L) alexandrainmon@arizona.edu

Francisco Valenzuela (M-Z) fjvalenzuela2@arizona.edu

Faculty Advisor (if prompted):

Paige W Bausman, pbausman@arizona.edu

For further information, please refer to our [student guide](#).

Career and Professional Development

Opportunities

Most working professionals pursue their MBA for one of four reasons: 1) advancement in their current role, 2) advancement in their current area, 3) advancement in their company in a different area, or 4) career change outside their current company. The Professional Development Team educates and empowers students to apply their professional development skills to achieve their career aspirations.

Professional Development Resource Center (D2L)

<https://d21.arizona.edu>

This password-protected site houses many great resources for **MBA** students, including samples of cover letters and resumes, common interview questions, lists of top MBA hiring companies, **MBA** career fair information, and more. Update your resume and LinkedIn profile by using the Eller MBA Resume Template that can be found in the Professional Development Resource Center. It is accessible on students D2L page as "Professional Development Resource Center."

- Launch Career Management materials
- Salary and Employment Reports
- Employer and Labor Market Resources
- Professional Relationships and Building Your Network Presentations
- Resumes, Cover Letters, Interviews, and More
- Workshop Presentations
- International Student Resources

In addition to the above resources, a course in career services management, **BNAD 514**, is offered three times per year. Career Management is designed to provide **MBA** students with the knowledge, resources, and tools needed to navigate and manage their MBA-level career search. This course applies career management theories, methods, and best practices to empower you to successfully manage your career now and in the future. Focus is given to resume and cover letter writing, personal branding, networking, interview skills, and job search techniques.

Important Links

Please note that you are responsible for adhering to all University of Arizona Graduate College policies and procedures. A list can be found here [Graduate College Policies and Procedures](#).

Other Important Links Include:

- [Eller Home](#)
- [D2L](#)
- [UAccess](#)
- [The University of Arizona Graduate College](#)
- [General Catalog](#)
- [Eller Faculty Directory](#)
- [Dean of Students](#)
- [Student Health](#)
- [Bursars Office](#)
- [Office of Financial Aid and Scholarships](#)

D2L Sign in to the student portal.	CATMAIL Sign in to your student email.	UACCESS Register for classes, finalize your schedule, and more.	QUESTIONS Ask questions, get help, or chat, live or offline.	IT SUPPORT Call or chat 24/7 with the IT support center.
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