Eller Online MBA Program
Student Handbook

Eller College of Management
2021 - 2022
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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
- 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

Pam Perry  
Senior Associate Dean, Eller MBA Programs  
1130 E. Helen St., McClelland Hall 210  
Tucson, AZ 85721  
pperry@arizona.edu

Paige Bausman  
Assistant Dean, Eller MBA Programs  
1130 E. Helen St., McClelland Hall 210  
Tucson, AZ 85721  
pbausman@arizona.edu

Pamela Jorden  
Senior Director, Eller MBA Academic Operations  
1130 E. Helen St., McClelland Hall 210  
Tucson, AZ 85721  
pjorden@arizona.edu

J.J. Arévalo  
Assistant Director, Eller MBA Academic Operations  
1130 E. Helen St., McClelland Hall 210  
Tucson, AZ 85721  
arevalo@arizona.edu

Erica Ochotorena  
Sr. Coordinator, Eller MBA Academic Operations  
1130 E. Helen St., McClelland Hall 210  
Tucson, AZ 85721  
Edo1@arizona.edu

Steve Morrison  
Full-Time MBA Director, Eller MBA Academic Operations  
1130 E. Helen St., McClelland Hall 210  
Tucson, AZ 85721  
smorriso@arizona.edu

James Rashan  
Academic Success Coach, Eller MBA Academic Operations  
1130 E. Helen St., McClelland Hall 210  
Tucson, AZ 85721  
jrashan@arizona.edu
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)
- A comprehensive essay
- A professional résumé
- One professional letter of recommendation
- 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)
- Interviews are by invitation and will be conducted over Zoom

*We will accept unofficial versions of your school documents for initial evaluation purposes only. This acceptance does not eliminate the need for official school documents to be submitted. Also, include a copy of the grading scale or transcript key for each school transcript. Refer to the UA Graduate College transcript requirements 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:

- 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**

Please note that visas are NOT issued by the University of Arizona to students in the Online MBA 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 $1,145* per unit or $51,525** for the program. Tuition includes eBooks and electronic course materials***.

There is also a $90 application fee. 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

<table>
<thead>
<tr>
<th>Course Start Date</th>
<th>Application Deadline</th>
<th>Missing Documents Deadline</th>
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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](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://financialaid.arizona.edu/scholarshipuniverse)
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


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) 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.
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 eight weeks, allowing for several times during the year to begin the program.

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 résumé:

- Entrepreneurship
- Finance
- Health Care
- Management and Organizations
- Management Information Systems
- Marketing
- Privacy and Security

Core Courses

ACCOUNTING
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.

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.
COMMUNICATIONS

BCOM 510A/511: Communication for Managers (2 units)
This course introduces a strategic approach to professional communication, examines principles of effective writing and speaking, and provides practice for developing a more polished, focused, and professional persona. Key components include: audience analysis, communicator credibility, message construction, design, delivery, and style flexibility.

ECONOMICS

ECON 550: Economics for Managers (2 units)
Firm decision making to sustain competitive advantage in the context of different market structures and regulatory environments.

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.

FINANCE

FIN 510A: Survey of Finance as Analyst (2 units)
Survey of Finance as Analyst provides students with a rapidly paced but substantive view of the basic skills, concepts and analytical techniques employed in the Finance discipline, specifically as applied to modern corporations. This course has the perspective of the company "outsider": that of an analyst, broker, competitor or regulator. Discussions and techniques will be of benefit to the Financial Manager and non-Financial Manager alike. Specific topics include Financial Analysis, Time Value of Money, Risk, Stock and Bond Issuance, firm valuations and introductions to Derivatives. The knowledge and skills developed in the core economics, statistics, and accounting classes serve as the building blocks for this course.

FIN 510B: Survey of Finance as Corporate Manager (2 units)
In this course, we examine the Finance field from the perspective of the "insider": a corporate Finance manager, focusing on the techniques and tools they utilize in their jobs, and how those tools and techniques are significant for the managers in other disciplines (operations, marketing, management). We examine the basic tools of finance -- Time Value of Money and Risk analysis, then show how these tools are applied in corporate decision making -- encompassing Capital Budgeting, Real Options, Working Capital Management, and Capital Structure analysts. Computational processes and analytic techniques will be the feature of most of the course; additionally, spreadsheet analysis tools will be featured.

MANAGEMENT

MGMT 501: Leadership in Organizations (2 units)
During the course, we will be examining and evaluating several theories and techniques for leading individuals, as well as exploring the concept of corporate social responsibility. At the end of this course, participants should be able to translate theories into more specific competencies that will improve their ability to lead and manage in today's corporate and non-profit environment.
MANAGEMENT (cont’d)

MGMT 520: Managing Ethics in Organizations (2 units)
Given the plethora of recent high-profile corporate scandals and financial misconduct on Wall Street, leading ethically is an important skill for MBA students interested in long-term success. We have seen a massive decline in the public’s trust of organizations and their leaders. Trust is an essential component of conducting business, and the ability to trust peers and business partners, and to operate in an environment where laws are taken seriously, are goals which every MBA student should strive to achieve. In this course, students will gain the ability to identify traps that business professionals fall into that result in ethical lapses and develop skills in utilizing ethical frameworks to more effectively navigate situations that are ethically grey confidently and with better results.

BNAD/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.

MANAGEMENT INFORMATION SYSTEMS

OSCM/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.

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).

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 579: 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 product and entrepreneurial opportunities, and to 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.
Electives Courses

In addition to the 14 core courses, students must complete 17 units/credit hours of Electives.

**Accounting**

**ACCT 551: Financial Statement Analysis (2 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.

**ACCT 575: Financial and Managerial Accounting in Healthcare (3 units)**
Financial and managerial accounting concepts are examined in the context of healthcare business models. Topics include financial statements, budgets, revenue streams in healthcare, managerial accounting of service lines and expansion decisions and providers and revenue generators versus cost centers.

**Business Administration**

**BNAD 513: Global Context of Business (2 units)**
This course will focus exclusively on key economic and competitive factors impacting national and industrial sector performance in an increasingly global and volatile marketplace. We will consider concepts and discuss examples that will assist students in grasping the complexities and dynamism of the global business environment. These concepts will include, but will not be limited to, the impact of foreign exchange markets on global transactions, the critical role played by international trade, effective management in the volatile environments of emerging markets, and managing across geographical, cultural, and ethical distance.

This course seeks to globalize the lens through which students view business. We will consider a variety of perspectives and we will focus on various geographic regions, including the BRIC countries and Europe.

**BNAD 514: Career Management (1 unit)**
Career Management. This is a one-unit elective designed to provide MBA students with the knowledge, resources, and tools needed to navigate and manage their MBA-level career search.

**BNAD 523: Business Law (2 units)**
Law permeates virtually all aspects of business, and thus a basic understanding of business law is critical for managers. In that regard, this course introduces students to the fundamentals of contract law, corporate law, securities regulation, employment law, mergers and acquisitions law, and property law. We will cover the principal legal rules and issues in these areas and discuss how they impact business operations and transactions.

**BNAD 596A (69400): Topics in Business and Leadership (1 unit)**
This course offers hands-on experience with technology that will be used throughout your education and career. The goals for the course are to: 1) Work smarter, not harder, in MS Word and PowerPoint, using advanced tools for managing long documents and developing presentations, 2) Harness the power of Excel through formulas, pivot tables, and dashboards, and 3) Leverage Tableau for data analytics.

**Economics**

**ECON 555: Macroeconomics & Forecasting (3 units)**
An understanding of the larger economy is essential to making good business decisions. This course examines how macroeconomic performance is measured, how monetary and fiscal policies influence macroeconomic performance, and how these relate to individuals and businesses. The course also provides students with an understanding of how macroeconomists produce forecasts and how those forecasts should be used. Students will learn macroeconomic concepts and immediately apply them to real world scenarios using macroeconomic data. The focus will be on analytical skills that will allow the student to apply macroeconomics to the real world in real time.
ECON 556: Health Economics (3 units)
Healthcare expenditures now account for more than 1/6 of 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 506: Principles of Entrepreneurship (3 units)
Purpose of course is to introduce entrepreneurial principles used in identification and assessment of economically viable business opportunities. Graduate-level requirements include engagement in an advanced level of critical classroom dialogue, a feasibility study requiring gathering and assessing background data on a social and/or economic problem with a potential entrepreneurial solution to the identified problem.

ENTR 521R: Corporate Entrepreneurship (3 units)
In our rapidly changing global environment, companies cannot be static ... they must continually adjust, adapt, and redefine themselves to remain competitive. Innovative and entrepreneurial attitudes and behaviors are necessary for firms of all sizes to prosper and flourish. The challenges include creating an environment for new ideas within companies and encouraging employees to act on these ideas. This course examines Corporate Entrepreneurship as a broad concept that includes the generation, development, and implementation of new ideas, behaviors, products, services, systems, plans, and programs within established organizations. Graduate-level requirements include a research paper and higher overall scrutiny of work.

ENTR 523: Customer Focused Entrepreneurship (3 units)
This course is an experiential, laboratory-like experience where students learn to develop customer driven products or services. Students will learn entrepreneurship by practicing a data-driven approach to entrepreneurial decision making and applying fundamental techniques like requirements gathering, hypothesis development, experimentation, testing and validation.

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 548: Healthcare Entrepreneurship (3 units)
In this course, you will focus your business and entrepreneurial skills on contemporary challenges and opportunities. Through a series of readings, case studies, discussions, guest speakers and assignments, you will explore a number of contemporary healthcare problems and identify entrepreneurial solutions to these problems.

ENTR 549: Tech Ventures (3 Units)
In this course, you will focus your business and entrepreneurial skills on contemporary technology challenges and opportunities in the form of ventures.

ENTR 554: Leading and Organizing for Innovation (3 units)
This graduate level course will focus in 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.

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, life-style business. The primary audience for this course is for those interested in starting a business in the traditional small-business business mode with the aim to achieve 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. Effective recruitment practices and how to make your business indispensable to your customers are among key real world skills taught. At the end of the course, student groups will compete to sell a similar assigned product in the marketplace and reflect on their experience.
ENTR 565: Global Social Entrepreneurship (3 units)
The principal objectives of this hands-on course are to help understand how culture and the global context impact social innovation and doing business internationally; and to help students prepare personally and professionally so their ideas may succeed globally. This course teaches about the process of Global Innovation. It builds upon the entrepreneurship concepts of finding a meaningful problem, developing a solution to that problem and aligning that solution to a customer base.

ENTR 588: Social Entrepreneurship (3 units)
Focusing your business and entrepreneurial skills on social and/or environmental problem solving. Graduate-level requirements include the experience to pitch the social entrepreneurship venture they have developed. Also the graduate students will have the experience to facilitate classes.

Finance
FIN 513: Fundamental Financial Modeling (3 units)
Fundamental Valuation Modeling (FIN 513E) is a course designed to introduce students to fundamental theories and methods underlying the practice of financial valuation. The course will require students to apply concepts, principles, and analytical methods from FIN 510E in a comprehensive manner. Significant time outside of the classroom will be required for the project. This work is to provide students with experiences similar to those faced in the workplace where information is often imperfect and data is often vague or ambiguous. The goal of the course is to provide students with a framework that will enhance their ability to analyze complex financial issues faced by real-world managers and to become proficient in solving such challenges via spreadsheet modeling.

FIN 520: Investment Analysis and Management (2 units)
The purpose of this course is to develop an understanding of current practices in investment management. The focus of the course will be on the selection of appropriate assets to meet specific investment goals and objectives. Course topics will include an overview of securities and their markets, analysis of investor needs, establishment of investment policy, modern portfolio theory, the asset allocation decision, and the assessment of portfolio performance. Hands-on exercises and cases will be used to reinforce the understanding of course topics. FIN 510 A and FIN 510 B must be completed with a grade of B or higher to enroll in this course.

Management
MGMT 524: Groups and Teams (3 units)
This course is designed to provide students with the knowledge and skill needed to maximize performance in today's team-based work environments. The course will progress according to the classic forming, storming, norming, performing, and disbanding model of team development. Students will, for example, learn how to identify the best team members, motivate the team to achieve organizational objectives, resolve conflict within the team, and improve outcomes such as team decision-making and group creativity.

MGMT 528: Healthcare Consulting Skills (2 units)
This integrative cross-disciplinary experiential class to take on real world health care problems and work 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, 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)
Increasing emphasis on value-based care has necessitated that healthcare leaders develop programs for improving quality, safety and reliability outcomes. Topics include the nature of patient errors, design of quality and safety programs, creating a culture to support high reliability organizing and an environment of quality care and patient satisfaction.
MGMT 536: Leading Healthcare Change (3 units)
Healthcare organizations need to adapt to the rapid changes occurring in payment models, delivery mechanisms and industry organization. This course covers theory and technique for leading organizations through 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)
The goal of this course is to expose students to the leadership skills necessary for the healthcare industry and highlight what makes leading teams in a healthcare setting so unique and challenging.

MGMT 538: Healthcare Organization and Management (3 units)
This course focuses on the management and organization of healthcare delivery, particularly in the United States. The course examines the salient features of the healthcare context, the unique challenges these features produce for managers in the industry and solutions organizations have used to address those challenges. 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 will explore the academic topic of negotiations in more depth than MGMT/LAW 564, which is a prerequisite for this course. It 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
MIS 511: Social and Ethical Issues of the Internet (3 units)
Broad survey of the individual, organizational, cultural, social and ethical issues provoked by current and projected uses of networked computers on the Internet.

MIS 515: Information Security in Public and Private Sectors (3 units)
This course exposes students to a broad range of cyber and information security topics focused on awareness of confidentiality, integrity, and availability.

MIS 516: Information Security Risk Management (3 Units)
The objective of this course is to provide students with a thorough and operational knowledge of information security so that this critical area is recognized as a management issue and not an I.T. issue.

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, 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. It is helpful to have statistics/linear regression knowledge as well as knowledge of R language.

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)
This course will take students through a typical process of managing projects, including organizing, planning, and performing projects; and will present to students a scientific, systematic approach to project management.

Marketing
MKTG 530: Integrated Marketing Communications (3 units)
This course focuses on integrated marketing communications, which includes packaging, advertising, web sites, promotions, press releases, corporate facility design and layout, in-facility signage, employee attire, employee pamphlets, corporate policies, corporate communications, and annual reports; ALL firm-authored communication to its various constituents. We will be evaluating the execution of planned and emergent corporate and marketing communications, and designing integrated, effective, new brand communications. You will be responsible for conducting primary and secondary research, recognizing branding and communications theories in action, and creating effective corporate communications and marketing campaigns. We will be focusing on healthcare. Specifically, we will be honing in on consumer data streams, improved diagnostics and consumer compliance to healthcare regimes.

MKTG 531: 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.

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 health-care 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 can be implemented in the health-care sector by the use of tools that help the health care 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.

MKTG 546: Marketing Strategy (3 units)
This is a course in marketing strategy. The key objective will be the development of a long-term marketing strategy for a company or business organization by focusing on its customers, competitors, and market opportunities. The course provides an opportunity to broaden your understanding of strategic marketing and to develop skills and gain experience in formulating, implementing and monitoring marketing 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 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)
This course is designed to provide an overview of applied research methods as used in marketing research and as tools to help make effective marketing decisions. The course is for managers who will be using marketing data rather than those doing "marketing research."
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.

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

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.

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.

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.

Master’s Committee Appointment Form
This form will not be available until the MPoS has been approved. Pending the submission and approval of your MPoS, this form must be completed by the third month in your final semester. When asked whether or not you have a committee answer NO.

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 (Pamela Jorden) will complete this form.
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.

Résumé Review & Résumé Book
All students seeking employment can contact the Eller MBA Career Management Office to have their résumé and cover letter reviewed. The Eller MBA Career Management Office will help the student identify adjustments that could strengthen their résumé, and cover letter.

Resources
Whether exploring your career options, preparing for interviews, or deciding on job offers, Eller MBA Career Management offers a number of resources. Below are some of the other resources available to you.

Handshake
https://arizona.joinhandshake.com/login
This is the University of Arizona’s job board, where students can upload their résumés and search for internship and full-time opportunities. All current students and alumni have a profile.

- Maintain an updated resume and profile
- Apply for jobs
- Sign up for Information Sessions
- Sign up for On-Campus Interviews
- Sign up for Mock Interviews
- Sign up for Career Advising Appointments
- Search companies with a relationship to the University of Arizona and Eller MBA
GradLeaders (MBA-specific Job Board)
Contact Career Management for your class’s unique link.
- Maintain an updated resume and profile
- Apply for jobs
- Report job offers
- Compare offers to historical data
- Exclusivity to GradLeaders partner corporations and schools

Professional Development Resource Center (D2L)
https://d2l.arizona.edu
This password-protected site houses many great resources for MBA students, including samples of cover letters and résumés, common interview questions, lists of top MBA hiring companies, MBA career fair information, and more. Update your résumé and LinkedIn profile by using the Eller MBA Résumé 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 résumé 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