

Eller Online MBA Program Student Handbook

Eller College of Management
2022 - 2023



THE UNIVERSITY
OF ARIZONA

Eller MBA

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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

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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 résumé
- 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 currently waived for 2023.

*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 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:

- 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. 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 Start	Application Deadline	Registration Deadline	Tuition Deadline	Refund Deadline
January 9, 2023	December 9, 2022	January 12, 2023	Bursar's Office	January 16, 2023
March 6, 2023	February 6, 2023	March 9, 2023	Bursar's Office	March 13, 2023
May 8, 2023	April 8, 2023	May 11, 2023	Bursar's Office	May 15, 2023
July 3, 2023	June 3, 2023	July 6, 2023	Bursar's Office	July 10, 2023
August 28, 2023	July 28, 2023	May 9, 2022	Bursar's Office	September 4, 2023
October 23, 2023	September 23, 2023	October 26, 2023	Bursar's Office	October 30, 2023

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 eight-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/~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](#).

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

*The carousel is 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 résumé:

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

Core Courses

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.

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.

MGMT/BNAD 562: Applied Business Statistics (2 units)

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

Management Information Systems

MIS/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 Courses In addition to the 14 core courses, students must complete 17 units/credits 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.

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 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 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 (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: Topics in Business and Leadership (1 unit)

This course introduces participants to advanced topics in management and organizational leadership as well as current, relevant research from a range of disciplines and domains. Faculty and guest experts will share information, answer questions, and moderate class discussions. Units will vary by the contact hours per program.

BNAD 596B: More Topics in Business and Leadership (1 unit)

This course furthers participants' understanding of advanced topics in management and organizational leadership as well as current, relevant research from a range of disciplines and domains. Faculty and guest experts will share information, answer questions, and moderate class discussions. Units will vary by the contact hours per program.

Economics

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 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 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 548: Healthcare Entrepreneurship (3 units)

In this course, you will focus your business and entrepreneurial skills on contemporary healthcare challenges and opportunities. Through a series of readings, case studies, discussions, guest speakers, and assignments, you will explore several contemporary healthcare problems and identify entrepreneurial solutions to these problems. Graduate-level requirements include completion of one additional assignment. Each graduate student will help facilitate one of the classes by gathering additional readings, preparing a brief presentation, preparing a set of discussion questions, or developing an in-class activity.

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)

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? Is 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 556: Business for the Entrepreneur (3 units)

The Business for Entrepreneurs course will focus on topics of fundamental macroeconomics, accounting, management, and marketing.

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 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 the 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)

This course examines socially centered entrepreneurship under a global umbrella. Our global interdependence teaches us to look for opportunities anywhere. We realize more than ever that no person, team, company, or country is an island. Our personal lives and the lives of the local organizations around us depend on issues at the international level, and the trend will likely continue.

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 like 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, an analysis of investor needs, the establishment of investment policy, modern portfolio theory, asset allocation decisions, 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: 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**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 assessment models and frameworks. Students will complete this course with an understanding of the elements and steps necessary for completing a risk assessment.

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 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.

MIS 596A: Special Topics in Management Information Systems (3 units)

The development and exchange of scholarly information, usually in a small group setting. The scope of work shall consist of research by course registrants, with the exchange of the results of such research through discussion, reports, and/or papers. Course may include special topics in MIS such as advanced research methodologies, strategic business modeling and simulation, and other potential new topics.

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)

Health care has become an increasingly important sector of the economy both in the US and worldwide and the healthcare market has become what seems like a bewildering and complex array of interactions between a wide range of entities- government regulators and laws, insurance companies, health care providers (hospitals, specialty, and urgent care clinics, physicians, nurses and staff, administrators), technology providers that help manage and disseminate health-care information and operations, drug and medical device manufacturers, and of course consumers and patients. We regularly, and often simultaneously, read reports of stunning successes and glaring deficiencies in the sector. And sometimes even governments fall because of their inability to pass reforms to their health services in the face of rising costs (e.g., Finland in March 2019)

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 which this marketing philosophy 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 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.

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

Steps to Graduation

GradPath forms are located within the “Advising” tab in your UAccess Student Center. There are 3 forms to complete:

Be sure to list Paige Bausman as your faculty advisor.

Responsible Conduct of Research Statement is auto-approved once submitted

Plan of Study requires a series of approvals and allows you to update your Expected Graduation Term.

Once you click ‘Get Enrollments,’ the system will pull in your active transcript. To add future courses that are not yet scheduled, click the ‘Get Future Courses’ tab.

The screenshot shows the 'Plan of Study' form in the UAccess Student Center. At the top, there's a tab labeled 'Plan of Study'. Below it, the title is 'Plan of Study - Coursework for Major'. There's a dropdown menu for 'Select Faculty Advisor for Major' with 'Paige W Bausman' selected. Below this is a section titled 'Student Directions' which contains three paragraphs of text. The first paragraph explains how to add courses to the Plan of Study. The second paragraph discusses limits on transfer coursework and provides a link to the policy. The third paragraph mentions graduate candidacy fees and provides a link to the fee information. At the bottom of the form, there are three buttons: 'Get Enrollments' (highlighted in yellow), 'Get Transfer', and 'Get Future Courses'.

Plan of Study

Plan of Study - Coursework for Major

Select Faculty Advisor for Major: Paige W Bausman

Student Directions

Select courses below to add to your Plan of Study. Adding a course to your Plan of Study does NOT enroll you in that course. To enroll, go to Student Center in UAccess or contact your departmental graduate coordinator. You add courses to the Plan of Study using the three buttons below: Get Enrollments to add courses from your transcript, Get Transfer to add eligible courses from your Transfer Credit form, or Get Future Courses to add courses you will still take from the course catalog.

Please be aware that there are limits to the amount of transfer coursework, coursework taken at UA in non-degree seeking status and UA graduate courses taken while an undergraduate that can be used toward your degree. The specific limits are in the policy at <http://grad.arizona.edu/academics/program-requirements/masters-degrees/credit-requirements>.

Graduate candidacy fees are charged when the Plan of Study is first approved for a given master's/specialist degree: <http://grad.arizona.edu/financial-resources/costs/degree-audit-processing-fee>

Get Enrollments Get Transfer Get Future Courses

We recommend you compare your Plan of Study to your UAccess course history and make any necessary adjustments. Please ensure that there are **NO** duplicates on your Plan of Study as this will cause a delay.

Following this process will prevent duplicates and will expedite the approval process.

Once approved, you're able to continue to the following form.

Master's/Specialist Committee Appointment Form is a mandatory form required by the Grad College through our program does not have a committee – this can be indicated in the form.

Completion Confirmation is initiated through our office once your last course grade appears in UAccess and is finalized with the Grad College to certify your degree completion.

Since this is finalized by the Grad College, it may take a few weeks after the end of your final term.

MBA - Business Administration (Active in Program)	
Responsible Conduct of Research Statement (BNADMBA)	View Current
Plan of Study (BNADMBA)	View Current
Master's/Specialist Committee Appointment Form (BNADMBA)	View Current
Master's/Specialist Completion Confirmation (BNADMBA)	View Current

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.

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

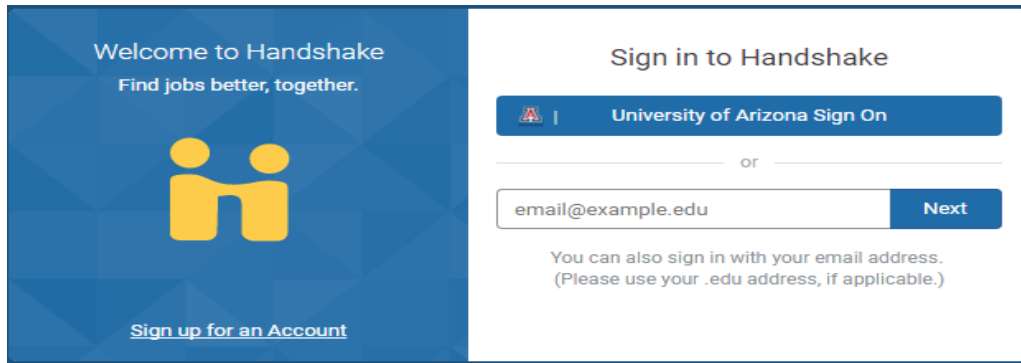
Whether exploring your career options, preparing for interviews, or deciding on job offers, Eller MBA Career Management offers a number of resources. Below are some of the other resources available to you.

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



The image shows a login interface for Handshake. On the left, a blue panel contains the text "Welcome to Handshake" and "Find jobs better, together." below a yellow icon of two people shaking hands. At the bottom of this panel is a link "Sign up for an Account". On the right, a white panel titled "Sign in to Handshake" features a "University of Arizona Sign On" button. Below this is a text input field containing "email@example.edu" and a "Next" button. A note at the bottom of the white panel states: "You can also sign in with your email address. (Please use your .edu address, if applicable.)"

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](#)

