



COLORADO MESA

U N I V E R S I T Y

DAVIS SCHOOL OF BUSINESS

Master of Business Administration

Handbook

Effective August 2023

COLORADO MESA UNIVERSITY

Master of Business Administration

1100 North Avenue • Grand Junction, CO 81501-3122

Phone: 970.248.1778

<https://www.coloradomesa.edu/business/mba/index.html>

Contents

Overview	3
MBA Student Learning Outcomes	4
Admission to the MBA Program	5
Admission Expiration	6
Workload and Time Expectations.....	6
APA Standards	7
Writing Intensive Course Guidelines	9
Research	11
Grades and Program Standing	11
Program of Study	13
General Policies	14
MBA Contacts and Committees	14

Overview

Colorado Mesa University began offering the first of its graduate level programs, the [Master of Business Administration](#) (MBA), in 1997-98. The MBA program at Colorado Mesa University is administered by the [Davis School of Business](#). The school is guided on academic policy matters by the [Office of Graduate Studies](#).

The Colorado Mesa University MBA is a challenging program designed to prepare graduates for the changing business world. The degree is awarded after successful completion of 36-39 semester hours of rigorous study. The program is designed to provide a broad background in business while allowing students to focus on various aspects of their study or areas specific to their career goals and business aspirations. To this end, students acquire knowledge of management operations, an appreciation of the interrelationships involved in business, an understanding of the economic, political, and social environment in which business functions, and behavioral skills that are essential in the manager's role in the implementation of business decisions, as well as other functional areas. The MBA program endeavors to provide an atmosphere conducive to the development of each student's ability to think in a creative manner and to effectively problem solve. The program makes extensive use of the latest learning management systems to disseminate course materials, lectures, simulations, group projects, case studies, and applied research. Our courses are taught by qualified graduate faculty with exceptional experience in higher education and industry.

The [Colorado Mesa University MBA program](#) has three basic components: a 27-hour core, a 3-hour capstone component, and a six- or nine-hour elective

track (the Healthcare Administration Track requires 3 electives rather than two) Electives include such courses as entrepreneurship, project management, human resource management, and many others.

The program is open to all baccalaureate-holding applicants who can demonstrate, through academic transcripts, an appropriate background in core requirements, including coursework in statistics, computer literacy, management, finance, marketing, and accounting. Students without this background or adequate depth are encouraged to complete [leveling courses](#).

MBA Student Learning Outcomes

The curriculum of the Master of Business Administration program is designed around six specific student learning outcomes (SLOs), stated below, which align with CMU's master's level SLOs. Specific assignments and activities are used to assess how the program is meeting its SLOs. The MBA faculty makes periodic improvements to the program based on those findings. This continuous quality improvement process ensures a vibrant program for MBA students, faculty, alumni, and employers.

An annual review of the results from the assessment is filed with [CMU's Assessment Office](#). The assessment reports over a six-year period form a significant portion of the Academic Program Review, which is evaluated by external reviewers. In turn, that information is included in periodic accreditation studies.

Upon completion of the MBA program, each graduate should be able to:

1. Employ advanced mathematical, statistical methods, or other analytical processes to address issues within a business environment (Quantitative Fluency);
2. Create oral and written arguments or explanations, well-grounded in business related theories and methods (Communication Fluency);
3. Formulate and evaluate hypotheses as related to business problems, issues, concepts, and various perspectives (Critical Thinking);
4. Synthesize, evaluate, or refine the information base of various business scholarly sources (Information Literacy)
5. Articulate moral, ethical, legal, or professional challenges within the business environment. (Ethical Reasoning)

Admission to the MBA Program

MBA applications are accepted throughout the year with admissions decisions made shortly after the receipt of a completed admissions package. Upon approval, students may start the MBA program in the fall or spring semester; however, completed packages must be received at least 45 days prior to the start of the first semester.

- Part-time and full-time MBA admissions requirements and application can be found at our MBA Website:
<https://www.coloradomesa.edu/business/mba/admission.html>
- Students interested in the 3+2 MBA program can learn more about the requirements and apply via our MBA Website:
<https://www.coloradomesa.edu/business/mba/3-2-program.html>

MBA program admission for those without a Business Degree

Anyone with a baccalaureate degree is encouraged to consider pursuing the MBA degree, and the opportunity for study is available for the non-business baccalaureate degree holder. For these students, a series of leveling courses are recommended to address any deficiency. For a list of suggested leveling course options, please visit our MBA [admissions requirements](#); [leveling courses](#) to learn more.

Admission Expiration

Students who do not enroll in the semester in which they are admitted and who do not notify the program should reapply for admission and adhere to program admission deadlines. Students who wish to defer beginning the program may request deferred admission for a period of up to one calendar year with permission of the MBA Director, Academic Department Head, and Director of Graduate Studies.

Workload and Time Expectations

Full-time graduate status at CMU is defined as six (6) credit hours per semester. A graduate student should expect to spend a minimum of four hours outside the classroom for every hour in the classroom. For example, if your class session is 2 hours, 45 minutes in length...you should estimate the **weekly requirement outside of class around 10 hours**. For online classes, there are no formal "class sessions"; therefore, you should plan on spending at least 13 hours or more per week on assigned readings, discussion boards, and other class activities and assignments. As a general rule for higher education, *the amount of effort and initiative you invest in your studies will impact the amount of*

learning you achieve during this course.

APA Standards

The MBA program uses the *Publication Manual of the American Psychological Association (7th ed.)* for all student writings in matters of ethical and legal standards, manuscript structure, clear and concise writing, mechanics of writing style, displaying non-text results, crediting sources, and providing references.

Regarding written work in particular, direct quotations, statements that are a result of paraphrasing or summarizing the work of another, and other information that is not considered common knowledge must be cited or acknowledged using APA format. If a student adequately acknowledges his or her sources and as long as there is no reason to believe that the student has attempted to pose as the originator, the student shall not be charged with plagiarism, even though the form of the acknowledgment may be unacceptable. However, students should be aware that most professors require certain forms of acknowledgment, and some may evaluate a project based on form.

Davis School of Business Plagiarism and Academic Integrity Policy

Academic dishonesty is the intentional act of fraud, in which an individual seeks to claim credit for the work and efforts of another or uses unauthorized material or fabricated information in any academic exercise. Academic dishonesty also includes, **but is not limited to:**

- Forgery/fabrication/falsification/plagiarism of academic documents;
 - Such as homework assist websites Chegg.com, Coursehero.com
- Intentionally impeding or damaging the academic work of others;
- Assisting others in acts of academic dishonesty;
- Cheating in the classroom;

- Unauthorized attendance;
- Multiple submissions of the same material to two or more different classes (*including undergraduate*), or to the same class taken at a different time, without the permission of all instructors involved;
- Unauthorized collaboration;
- Lying/misrepresentation/omission of information to obtain an unfair advantage in an academic environment/situation/exercise;
- Unauthorized use of materials or equipment to complete an academic requirement
- Use of any artificial intelligence (AI) for any assignments or assessments is not allowed **unless explicitly noted by the instructor.**
 - If used, all sources must be clearly cited as:
 - In-text citation: Open AI (2023)
 - Reference: OpenAI. (2023). *ChatGPT* (Mar 14 version) [Large language model]. <http://chat.openai.com/chat>.
 - For more guidance, see current APA <https://apastyle.apa.org/blog/how-to-cite-chatgpt>

Any academic misconduct will be reported to the Academic Department Head, may be reported to the Office of Academic Affairs, and may result in a failing grade, suspension, or dismissal.

The Davis School of Business (DSB) policy defines plagiarism, indicates that written work may be submitted via plagiarism detection software, and indicates a zero-tolerance policy.

Academic Integrity: DSB faculty follow University policies for academic integrity: <https://www.coloradomesa.edu/student-services/2020-final-the-maverick-guide.pdf#page=16>

- All students should familiarize themselves thoroughly with those policies.
- All graded work in DSB classes is intended to be individual effort unless specifically stated in the course syllabus.
- There are three forms of plagiarism considered by the DSB:
 1. Dictionary.com (2021) defines "plagiarism" as "an act or instance of using or closely imitating the language and thoughts of another author without authorization and the representation of that author's work as one's own, as by not crediting the original author" (Retrieved December 14, 2021 from <http://dictionary.reference.com/browse/plagiarism>).

-

- The best way to avoid accusation of this traditional form of plagiarism is to clearly and liberally cite the works from which the material is drawn.
 - On assignments that require research of any source external to the student, the student must give credit to the original source using a formal citation. That includes text, images, sound, video, or any other media copied from the web sites.
 - The course instructor has several methods to determine if plagiarism exists, including specialized software such as Turnitin.
2. Plagiarism includes “self-plagiarism,” which is reusing the same work completed for another class without the instructor’s specific approval.
 3. The DSB also defines plagiarism to include copying some or all of another student’s computer-generated assignment, with or without slight or major modifications, and submitting such assignment for a grade. If the originator of the file gives permission to the copier, both students have committed plagiarism.
- Colorado Mesa University sanctions for violating academic integrity policy “include a reduced or failing grade for course assignments or tests or the entire course. Faculty may also withdraw a student from a course at any time.”
 - The DSB has a **zero-tolerance policy** in all department courses: Each violation of academic integrity will be reported to the Academic Department Head who may report the student(s) to the Vice President for Academic Affairs. The student(s) may be administratively withdrawn from the course and a grade of F may be recorded for the student(s) in that course and/or a zero on the assignment.

Writing Intensive Course Guidelines

Purpose: The goal of a writing intensive course is to strengthen students’ written competency so they can effectively communicate within their fields of study. This also contributes to the Communication Fluency learning outcome,

where students need to be able to create written arguments or explanations which are well-grounded in business-related theories and methods.

Criteria: Writing intensive courses include a sustained focus on writing as demonstrated through multiple assignments and/or drafts, including progressive papers (i.e. one paper that moves through multiple stages, with multiple drafts, with actionable feedback over the course of the semester). Students need to complete writing assignments involving drafts and revisions, with actionable feedback from faculty. Written assignments might range from journals to case studies, blogs, and research papers.

Particularly:

1. Students receive actionable feedback on their writing from faculty.
2. Students incorporate the feedback and substantially revise in subsequent writing.
3. Students and faculty use APA 7th edition as their writing standards. Of particular interest are the following sections:
 - a. Section 2 – Format
 - b. Section 4 – Writing Style and Grammar
 - c. Section 5 – Bias-Free Language Guidelines
 - d. Section 6 – Mechanics of Style
 - e. Section 8 – Works Credited in the Text
 - f. Section 9 – Reference List

Writing Intensive Courses (Updated AY19-20)

- BUGB 500 - Advanced Business Law and Ethics
- MARK 500 – Marketing Strategy
- MANG 510 – Leading Organizations
- MANG 501 – Operations Management
- MANG 590 – Business Strategy
- BUBG 593 – Capstone

Research

The MBA program requires a capstone project.

Capstone: For the capstone, the student must complete a project focused on a business-related issue. The project is initiated, developed, conducted, completed, and reported by the student and must relate to as many courses completed in the MBA program as possible. Students will have a maximum of (14) weeks from the time of the capstone proposal approval to complete the capstone, capstone report, and capstone oral presentation. A specific timeline of deliverables will be provided during the BUGB 593 Capstone class. An electronic copy (PDF) of your completed capstone is to be submitted to the capstone Faculty. This report will be submitted to the Assistant Vice-President for Academic Affairs and submitted to the Tomlinson Library. The capstone oral presentation will be recorded via Panopto and available to the BUGB 593 class during Finals Week.

Grades and Program Standing

Candidates must maintain an overall grade point average of 3.0 or higher and receive a letter grade of B or higher in all graduate classes. A grade of C in

a class means that the class does not count toward graduation. Candidates receiving a D or F in any course will be dismissed from the program upon review by the MBA Director and Academic Department Head.

Any course where a student receives a C must be repeated the next time that course is offered, and a grade of B or better must be achieved. A student may retake a course only one time. Only a total of two courses may be retaken. The occurrence of the third C will result in the student's removal from the program.

If a student's overall grade point average drops below 3.0, the student will be placed on probation. Failure to raise the overall grade point average back to 3.0 or higher the following semester will result in the student's removal from the program.

Concerns regarding any course grade should first be discussed with the course instructor. If a resolution cannot be reached, a formal written appeal may be made to the Academic Department Head and MBA Director. The grade will then be reviewed in a meeting by the Department Head, MBA Director, instructor, advisor, and student. If resolution is not achieved during the meeting, the steps outlined within the [CMU Graduate Policies and Procedures manual](#) regarding 'Appeals' should be followed.

A student may be dismissed from the program for non-academic reasons such as unethical conduct, unprofessional behavior, an inability to successfully meet the demands of the program of study or other reasons that may be documented by the Academic Department Head, MBA Director, faculty, and staff. When a concern about a student's performance arises, the student will be asked to meet with the student's graduate advisor and the MBA Director to

review documentation and determine appropriate action. For details, see [CMU Graduate Policies and Procedures](#).

Program of Study

Specific student requirements will be determined by your MBA Advisor upon admission and completion of the degree plan. Additional coursework and additional requirements may be needed and will be determined upon admission and completion of the Degree Planning Sheet within [DegreeWorks](#). The student should coordinate a meeting with their assigned MBA Advisor to complete the Degree Planning worksheet before completing the first semester in the MBA program.

Current MBA Program Requirements can be found with the [CMU Catalog MBA Degree Requirements](#).

Required Core Courses (24 credit hours):

ACCT 500 Managerial Accounting

BUGB 500 Advanced Business Law and Ethics

CISB 501 Business Analytics

ECON 530 Managerial Economics

FINA 500 Financial Strategy

MANG 501 Operations Management

MANG 510 Leading Organizations

MARK 500 Marketing Strategy

MANG 590 Business Strategy

Capstone Course:
BUGB 593 Capstone

Track Courses (6). See [MBA Degree Requirements](#) for details

General Policies

Up to nine credit hours may be taken in a “non-degree seeking student” status and later applied to the program requirements. Up to nine credit hours of applicable courses, with a grade of “B” or higher, may be transferred from a regionally accredited institution into the program. Transfer courses must be approved by the Registrar’s Office and your MBA Advisor prior to taking the courses by completing a “[Transfer Agreement](#)” form.

MBA Contacts and Committees

The MBA Program is administered at the departmental level by the Academic Department Head, MBA Director, MBA Liaison, MBA Admissions Committee, and the MBA Committee:

- **Academic Department Head:** Dr. Suzanne Owens-Ott 970-248-1573
- **MBA Director:** Dr. Christi Sanders Via 970-248-1120
- **MBA Program Liaison:** Ms. Jessa Dearth 970-248-1778

MBA Admissions Committee:

- Dr. Suzanne Owens-Ott – Academic Department Head
- Dr. Christi Sanders Via – MBA Director

MBA Committee:

- Dr. Abdulah Bajaba – Assistant Professor of Management
- Ms. Jessa Dearth – Professional Staff Assistant
- Dr. Tim Hatten – Professor of Entrepreneurship
- Dr. Yen-Sheng Lee – Associate Professor of Economics and Finance
- Dr. Suzanne Owens-Ott, Professor of Accounting, Academic Department Head
- Dr. Dongjun Rew – Assistant Professor of Marketing
- Dr. Christi Sanders Via, Assistant Professor of Human Resources, MBA Director
- Dr. Johnny Snyder – Professor of Computer Information Systems
- Dr. Kyle Stone – Professor of Management, Ex Officio