# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program Overview</td>
<td>3</td>
</tr>
<tr>
<td>Program Components</td>
<td>3</td>
</tr>
<tr>
<td>Mission</td>
<td>3</td>
</tr>
<tr>
<td>Program Goals</td>
<td>4</td>
</tr>
<tr>
<td>Admission Criteria—Master of Business Administration</td>
<td>4</td>
</tr>
<tr>
<td>Master of Business Administration Requirements</td>
<td>6</td>
</tr>
<tr>
<td>Master of Business Administration Core Curricula</td>
<td>8</td>
</tr>
<tr>
<td>Master of Business Administration Course Descriptions</td>
<td>11</td>
</tr>
<tr>
<td>Master of Business Administration Sport Leadership</td>
<td>12</td>
</tr>
<tr>
<td>Master of Business Administration Common Classroom</td>
<td>13</td>
</tr>
<tr>
<td>Master of Business Administration Graduation</td>
<td>13</td>
</tr>
<tr>
<td>Registering for Classes</td>
<td>14</td>
</tr>
<tr>
<td>Ordering Books</td>
<td>14</td>
</tr>
<tr>
<td>Academic Instructional Technology Center</td>
<td>15</td>
</tr>
<tr>
<td>Blackboard &amp; Class Format</td>
<td>15</td>
</tr>
<tr>
<td>Blackboard System Requirements</td>
<td>16</td>
</tr>
<tr>
<td>How Blackboard Functions</td>
<td>16</td>
</tr>
<tr>
<td>Nielson Library</td>
<td>19</td>
</tr>
<tr>
<td>Financial Support</td>
<td>19</td>
</tr>
<tr>
<td>Satisfactory Academic Progress &amp; Appeals Procedures</td>
<td>20</td>
</tr>
<tr>
<td>Academic Integrity</td>
<td>20</td>
</tr>
<tr>
<td>Academic Standing/Probation</td>
<td>22</td>
</tr>
<tr>
<td>Academic Appeals Procedure</td>
<td>23</td>
</tr>
<tr>
<td>Terms of Enrollment or Required Withdrawal</td>
<td>23</td>
</tr>
<tr>
<td>Contact Information</td>
<td>24</td>
</tr>
<tr>
<td>University Resources</td>
<td>25</td>
</tr>
<tr>
<td>Faculty Bios</td>
<td>25</td>
</tr>
</tbody>
</table>
PROGRAM OVERVIEW

Welcome to Adams State University (ASU) and the Master of Business Administration (MBA) Program. You should become familiar with the MBA Program Student Handbook as well as ASU’s Graduate Student Handbook. These provide a wealth of information that will assist you during your time as a graduate student at ASU. A CD-Rom of the ASU Graduate Student Handbook is included in your Orientation packet.

The MBA program was developed in 2008 and started its first cohort in 2009.

The Curriculum Committee developed all components of the program including the mission statement, admission criteria, program goals, program requirements and curriculum. After the Curriculum Summit, the program went through a rigorous, four-month long review and approval process. It was approved at several levels, including—School of Business Faculty, ASU Graduate Council, ASU Cabinet, ASU Board of Trustees, and Colorado Department of Higher Education/Colorado Commission on Higher Education.

Following is important information regarding components of the program including admissions, requirements, resources, etc.

PROGRAM COMPONENTS

Program Mission Statement

Adams State University Masters of Business Administration will provide access and opportunity for local, national and international students to further their education by improving their professional management, leadership, and analytical skills, thus enhancing their career and earning potential.

Our mission works with the mission and goals of Adams State University and the Graduate School. The Masters of Business Administration program will provide high quality courses that are rigorous, transferable at the graduate level, and provided at a reasonable cost.
Program Goals

Program Goals, often referred to as Competencies or Learning Outcomes, are what a student will know after completing the program.

Master of Business Administration (MBA) Outcomes

An Adams State University MBA Graduate will be able to:

1. **Identify and diagnose organizational opportunities and threats globally and locally using the disciplines of management practices, accounting, financial management, operations, marketing, and strategy.**

2. **Accurately assess and analyze the performance of an organization** across a wide range of criteria including organizational budgeting, marketing effectiveness, finance, operations, and ethics.

3. **Apply quantitative and qualitative methods** to identify and solve practical problems within various disciplines.

4. **Design and formulate plans for the implementation of strategies** including resource acquisition and allocation across a wide range of organizational domains and levels.

5. **Demonstrate professional skills,** including presentation of analysis, justification of recommended actions, and activities intended to impact the behavior of others.

6. **Negotiate and collaborate with others** in situations with differing interests and objectives.

7. **Assess and act upon the ethical, social, and policy implications** of situations, proposals and actions.

8. **Contribute to your professional area by sharing knowledge and skills** with clients, peers, and other professionals through effective oral and written communication at a professional level.

9. **Acquire the knowledge and skills appropriate** for professional success in your discipline.

Admission Criteria—Master of Business Administration (MBA)

The MBA program begins a new cohort every semester. Students may apply for admission throughout the year. Application deadline is **30 days** prior to the first day of the semester.
Applications may be accepted after that date on an individual basis and if there are more than five slots still available. The cohort caps at 35.

Students may wish to consider an earlier application, as scholarship application deadlines are March 1 of every year. For more information about scholarship and financial aid information, see “Financial Support Options” below or visit the Office of Financial Aid website at www.adams.edu/finaid

To be considered for admission to the MBA, students will:

- Fill out the online application: [http://www.adams.edu/academics/business/mba/](http://www.adams.edu/academics/business/mba/)
  - Click on “Apply Now”
  - Select “Apply Online Now” under step one
  - Click on “Apply Online (not extended studies)” in the center of page
- Hold a Baccalaureate Degree from an accredited institution of higher education.
- Have a G.P.A. of 3.0 in the most recent 30 credit hours (undergraduate and graduate hours acceptable).
  - Those with a G.P.A. lower than 3.0 may be conditionally admitted until after the first semester at which time evidence is provided as to the ability to do graduate level work.
- Write a Letter of Intent (statement of purpose) describing interests, background, the emphasis of interest, and professional goals. The letter will be used to assess writing skills for eligibility into the program.
- Resume which includes academic, volunteer, and work experience.
- One semester of undergraduate or graduate level courses is required in accounting and finance. Candidates in the Health Administration emphasis need one undergraduate semester course in Health Administration. This criterion can be filled through ASU Extended Studies or any other accredited institution while enrolled in the MBA program.
- Send in a Complete Resume including academic, volunteer and work experience.
- Pay an Application Fee of $30.
- Send Unofficial Transcripts (official after acceptance).
- Include 2 Letters of Reference with contact information for those references.
  - Letters of Reference must outline the student’s strengths and weaknesses; likely success in a graduate program; and what they will bring to the field of higher education.
All application materials are to be sent as an email attachment in PDF to: mba@adams.edu

Or via U.S. Postal Service to:

Liz Thomas, MBA Director
School of Business
Adams State University
208 Edgemont Blvd B-233
Alamosa, CO 81102

Students must maintain a 3.0 during graduate school

- One semester below 3.0 results in academic probation.
- Two semesters below a 3.0 results in removal from the program.
- Three C’s during the course of the program results in removal from the program.

Transfer Credit

Due to the accelerated program (36 credit hours) there will be no transfer credits accepted.

Master of Business Administration Requirements

The Master of Business Administration program is a cohort-based, online program. There is one residency requirement prior to the beginning of the program. This innovative curriculum and format provides experiential based learning as well as flexibility and access. Students take two courses per semester for six semesters. Each course is 3 semester hours long, for a total of 36 hours.
### Courses and Schedule:
**Class Schedule for the Master of Business Administration Program**

<table>
<thead>
<tr>
<th>Semester 1</th>
<th>Leadership</th>
<th>Public Administration</th>
<th>Health Care Administration</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Leadership Skills for Managers</td>
<td>Leadership Skills for Managers</td>
<td>Leadership Skills for Managers</td>
</tr>
<tr>
<td></td>
<td>Consumer Value (2/1)</td>
<td>Consumer Value (2/1)</td>
<td>Consumer Value (2/1)</td>
</tr>
<tr>
<td>Semester 2</td>
<td>Global Perspectives</td>
<td>Global Perspectives</td>
<td>Global Perspectives</td>
</tr>
<tr>
<td></td>
<td>Managerial Statistics</td>
<td>Managerial Statistics</td>
<td>Managerial Statistics</td>
</tr>
<tr>
<td>Semester 3</td>
<td>Leading for Results</td>
<td>Public/ Nonprofit Management</td>
<td>Elderly and Managed Care</td>
</tr>
<tr>
<td></td>
<td>Managerial Economics</td>
<td>Managerial Economics</td>
<td>Managerial Economics</td>
</tr>
<tr>
<td>Semester 4</td>
<td>Technology and Innovation</td>
<td>Public Budgeting and Finance</td>
<td>Public Health</td>
</tr>
<tr>
<td></td>
<td>Managerial Accounting</td>
<td>Managerial Accounting</td>
<td>Managerial Accounting</td>
</tr>
<tr>
<td>Semester 5</td>
<td>Leading Entrepreneurial Organizations</td>
<td>Policy Analysis</td>
<td>Health Policy</td>
</tr>
<tr>
<td></td>
<td>Financial Analysis</td>
<td>Financial Analysis</td>
<td>Financial Analysis</td>
</tr>
<tr>
<td>Semester 6</td>
<td>Strategy</td>
<td>Strategy</td>
<td>Strategy</td>
</tr>
<tr>
<td></td>
<td>Capstone</td>
<td>Capstone</td>
<td>Capstone</td>
</tr>
</tbody>
</table>
MBA Core Curricula

All students will take the core courses. Some courses include 2 credit hours of core and 1 credit hour from your emphasis area. These courses are indicated with a (2/1) following the course name.

---

**BUS 500 - Leadership Skills for Managers (3 Credits)**
This course teaches practical skills required for effective management at all levels of an organization, and is designed to increase a learner's understanding of key concepts and procedural guidelines related to organizational management, human resource, and leadership. The purpose is to be equipped to deal effectively with managerial challenges dealing with people.

**BUS 505 - Creating Consumer Value (2/1 Credits)**
This course presents learners with a comprehensive approach to creating consumer value. This includes marketing and brand management in for-profit firms as well as identifying and meeting consumer needs in non-profit and governmental organizations. Topics include segmentation and targeting of consumers; the positioning levers of product, price, promotion, and distribution; and brand management.

**ECON 505 - Managerial Economics (3 Credits)**
This course provides a review of financial reporting standards and statements and analysis of those financial statements. Managerial accounting principles will be explored as well as budgeting, cost allocation, accumulation, cost behavior, and relevant costs; revenues are approached from a managers' perspective.

**BUS 510 - Global Business Perspectives (3 Credits)**
This course deals with management of organizations that operate, directly and indirectly, in more than one country. While the major focus will be the multi-national corporation, management of smaller firms, which only export, will also be considered. The primary emphasis will be on the special management problems, which are unique to multi-national operations.

**BUS 515 - Managerial Statistics (3 Credits)**
This course introduces the concepts and skilled involved in understanding and analyzing research in a variety of areas. The course provides an overview of basic, general knowledge of various research methodologies. This course also enhances students’ abilities to locate, read, comprehend, and critically analyze research articles and reports.
**BUS 520 - Managerial Accounting (3 Credits)**
This course provides a review of financial reporting standards and statements and analysis of those financial statements. Managerial accounting principles will be explored as well as budgeting, cost allocation, accumulation, cost behavior, and relevant costs; revenues are approached from a managers’ perspective.

**BUS 525 - Financial Analysis (3 Credits)**
Students will embark on studying basic financial principles and enhance that with understanding various valuation concepts and methods. Emphasis is also placed on capital budgeting and long term financing as well as working capital management. The course will blend time-tested finance principles and the latest advancements with the practical perspective of the financial manager.

**BUS 540 - Strategy (3 Credits)**
In this course, learners examine tools and techniques for competitive analysis, strategic planning, and strategy implementation. Learners gain knowledge of the tools and concepts needed to develop a business strategy including macro environmental scanning, industry and competitive analysis, value chain analysis, SWOT analysis, identification of critical success factors and driving forces, and development of strategic alternatives and recommendations.

**MBA Leadership Emphasis**

**Course Descriptions**

- **BUS 545 - Leading Entrepreneurial Organizations (3 Credits)**
  Successful organizations emphasize learning to sustain their competitive advantage. This course will study entrepreneurship and intrapreneurship. Areas of emphasis include uncovering the methodologies and characteristics that foster innovation and achieve meaningful change in business that lead to the creation and implementation of profitable business opportunities.

- **BUS 550 - Technology and Innovation (3 Credits)**
  This course adopts the perspective of a general manager - an individual charged with diagnosing complex situations and resolving them in ways that enhance organizational performance. The course emphasizes how general management decisions contribute to the creation and appropriation of economic value through innovation.

- **BUS 555 - Leading for Results (3 Credits)**
  This course focuses on how leaders mobilize others within their organization to get extraordinary things done. You will analyze what characteristics you need to develop to
achieve your own professional goals and reflect on ways you can develop your competencies as a leader.

- **BUS 560 - Leadership Capstone (3 Credits)**
  This capstone course integrates knowledge gained in the previous graduate business courses. It centers on the theme that organizations achieve sustained success when their managers have astute, timely, strategic game plans, and they implement these plans with proficiency. This class incorporates the "big picture" and cuts across the whole spectrum of business and leadership.

**MBA Public Administration Emphasis**

**Course Descriptions**

- **BUS 580 - Public and Nonprofit Management (3 Credits)**
  This course is designed to examine public and nonprofit management. This type of management is driven by mission and/or executive/legislative direction. Students will learn both the theory and practice of public and nonprofit management, using the concept case method and service learning opportunities.

- **BUS 585 - Public Budgeting and Finance (3 Credits)**
  The course is designed to provide the student with an understanding of the primary financial management issues and decisions that confront senior management in the nonprofit and the public sectors. Students will gain an understanding and examine financial analysis techniques from both a practical and strategic perspective for operating and capital decisions.

- **BUS 590 - Policy Analysis (3 Credits)**
  This course introduces the study of public policy and analysis. It provides an overview of key policy areas and examines three aspects of public policy study: (a) government institutions and the policy making process, (b) the concepts and methods of policy analysis, and (c) the role of policy analysis in clarifying public problems and helping citizens and policymakers choose from among policy alternatives.

- **BUS 595 - Public Administration Capstone (3 Credits)**
  The Capstone Course offers each student the opportunity to demonstrate mastery of the theory and practice of public administration by applying the knowledge and skills gained in the MBA-PA program. This involves completing a portfolio project reflecting the cumulative knowledge gained from these experiences.
MBA Health Care Administration Course Descriptions

Course Descriptions

• **HCA 545 - Public Health** (3 Credits)
  This course provides a comprehensive coverage of traditional public health responsibilities- assessing the burden of disease, preventing and controlling health threats, and developing policies and public administration responses to improve health -in a contemporary framework. It covers the basics of administration, including public health law, human resources management, budgeting and financing, and legislative relations in public health.

• **HCA 550 - Elderly and Managed Care** (3 Credits)
  This course will consider long-term service delivery programs designed to meet the special needs of seniors. The course will include a managerial overview of seniors' housing and care and will analyze the demographics of aging, the role of financing, and the evolving marketplace.

• **HCA 555 - Health Policy** (3 Credits)
  This course will make a critical analysis of federal and state health policy processes, outcomes, and issues. This course allows students to examine the efficiency and effectiveness of health policy issues associated with access, cost, and quality. Emphasis is placed on policy formulation, implementation, assessment, and modification.

Choose HCA 590 OR HCA 595

• **HCA 590 - Practicum** (3 Credits)
  This course will focus on executive skill development, which is designed to develop and enhance the skills necessary for success as a healthcare executive through management practice in health care administration. The course provides the students the opportunity to gain practical experience and integrate classroom knowledge and theory in an administrative setting within the health care industry.

• **HCA 595 - Thesis** (3 Credits)
  This course describes how to organize the written thesis, which is the central element of a graduate degree. The thesis is a formal document whose sole purpose is to prove that a student can make an incremental improvement in an area for knowledge, or the application of known techniques in a new area.
MBA in Sport Leadership

Think Sport. In recent years, sport has become one of the largest and most profitable industries in the world. That said, sport is a particularly heterogeneous concept. It straddles public, private, and the not-for-profit sectors, focuses on a wide spectrum of client – from participants and performers, to spectators and sponsors, and involves a range of underpinning strategic motives according to the setting. Such a broad and diverse field requires talented professionals—people with critical thinking skills, sharp analytical insight, and well equipped to provide highly effective leadership. In response to these needs, the School of Business and Department of Human Performance and Physical Education have designed two online graduate programs, which integrate essential “business related” courses together with courses that offer specific insight into management and leadership of sport-related business. These courses offer the opportunity to learn about differing strategic models, understanding organizational dynamics, good governance, effective leadership—all within a highly relevant framework, which enables the students to relate theories and models to real life practical situations. The programs provide you with the opportunity to sharpen your insight and understanding, develop your leadership potential, and enhance your prospects, employability and/or promotion.

<table>
<thead>
<tr>
<th>BUSINESS ADMINISTRATION CORE:</th>
<th>HOURS</th>
</tr>
</thead>
<tbody>
<tr>
<td>BUS 500 LEADERSHIP SKILLS FOR MANAGERS</td>
<td>3</td>
</tr>
<tr>
<td>BUS 505 CREATING CONSUMER VALUE (2/1)</td>
<td>3</td>
</tr>
<tr>
<td>ECON 505 MANAGERIAL ECONOMICS</td>
<td>3</td>
</tr>
<tr>
<td>BUS 510 GLOBAL BUSINESS PERSPECTIVES</td>
<td>3</td>
</tr>
<tr>
<td>BUS 515 MANAGERIAL STATISTICS</td>
<td>3</td>
</tr>
<tr>
<td>BUS 520 MANAGERIAL ACCOUNTING</td>
<td>3</td>
</tr>
<tr>
<td>BUS 525 FINANCIAL ANALYSIS</td>
<td>3</td>
</tr>
<tr>
<td>BUS 540 STRATEGY</td>
<td>3</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SPORT LEADERSHIP EMPAHIS</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>HPPE 556 STRATEGIC MANAGEMENT &amp; LEADERSHIP IN SPORTS</td>
<td>3</td>
</tr>
<tr>
<td>HPPE 585 PRACTICUM IN HPPE</td>
<td>3</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CHOOSE TWO OF THE FOLLOWING</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>HPPE 505 SPORTS MARKETING &amp; PR</td>
<td>3</td>
</tr>
<tr>
<td>HPPE 525 FACILITIES &amp; EVENT MANAGEMENT</td>
<td>3</td>
</tr>
<tr>
<td>HPPE 527 SPORTS LAW</td>
<td>3</td>
</tr>
<tr>
<td>HPPE 536 SPORTS &amp; EXERCISE PSYCH</td>
<td>3</td>
</tr>
</tbody>
</table>
Residency Requirement

There is one residency requirement for the MBA students. This residency is an Orientation Residency. It is a three-day residency where students learn about ASU and the online environment in which they will be studying. In addition, it is an opportunity to meet program faculty as well as other students in the program.

Advisement

Graduate education, research and creative activities take place within a community of scholars. Constructive relationships between graduate students and their advisors and mentors are critical for the promotion of excellence in graduate education and for adherence to the highest standards of scholarship, ethics, and professional integrity. Advising and mentoring of graduate students is the responsibility of all faculty and mentors.

The program director, Liz Thomas, serves as the primary academic advisor for the program. All academic questions should be directed to the program director.

The capstone instructor serves as the primary advisor for all issues related to the e-portfolio. All questions regarding e-portfolios should be directed to the e-portfolio coordinator.

Individual faculty members advise on matters related to their specific courses. All questions related to courses should be directed to the instructor of record for each course.

MBA Common Classroom

We have established a MBA Common Classroom in Blackboard in an effort to promote communication among all faculty, staff and students associated with the MBA program. The Common Classroom looks like a regular MBA course in Blackboard. Information, FAQs, Q&As will be shared here (e.g., required readings for future semesters). Be sure to check it regularly for program updates, opportunities, etc. See “Blackboard and Class Format” section Below for more information about how Blackboard works.

MBA Program Completion—Graduation

Students who successfully complete the program requirements are eligible to apply for graduation. Applications for graduation are available at the Registrar website http://www.adams.edu/records/graduation/. Applications must be submitted the semester prior to that of intended graduation with the Graduate School. Dates vary, please check with the Graduate School Office for exact dates.
Successful program requirement completion includes maintaining a minimum GPA of 3.0 throughout the program. Students who fall below a 3.0 will be placed on academic probation for one semester. Any student with a GPA below a 3.0 for more than one semester will be dismissed from the program.

**Track Program Completion (Leadership, Public Administration, Sport Leadership, or Healthcare Administration)**

After successful completion of the required coursework for the track course, students will receive a Certificate of Completion.

Successful program requirement completion includes maintaining a minimum GPA of 3.0 throughout the program. Students who fall below a 3.0 will be placed on academic probation for one semester. Any student with a GPA below a 3.0 for more than one semester will be dismissed from the program.

**Registering for Classes**

Program staff will register students for courses.

**Ordering Books**

Students may order books in one of two ways a) from an online source such as Amazon or Barnes and Noble or b) from the ASU bookstore. All book titles and ISBN numbers will be provided in the Blackboard Common Classroom in the semester prior to when the books are needed. **Do NOT order books any more than 5 weeks in advance.** Faculty reserve the right to change course textbooks until 5 weeks prior to the start of their courses. If you are uncertain, check with the program director.

To order books from ASU’s online bookstore, go to https://www.bkstr.com/CategoryDisplay/10001-9604-17028-1?demoKey=d

- Select the Term from the drop down tab.
- Select the Department—BUS, ECON, or HCA—from the drop down tab.
- Select the Course Number from the drop down tab.
- Select the CRN from the drop down tab.
- Click Submit.
- Follow the ordering instructions from there.
ACADEMIC INSTRUCTION TECHNOLOGY CENTER (AITC)

Adams State University's Academic Instructional Technology Center (AITC) offers support for faculty developing online courses, technology assistance for students and faculty using Blackboard (Blackboard Learning System), and campus instructional technology support.

The instructional training section of Academic Instructional Technology (AIT) provides instructional training expertise for the development and support of instructional technology including online courses and specialized educational programs.

For more information, contact:

Academic Instructional Technology Center
Adams State University
208 Edgemont Blvd
Alamosa, CO 81101
1.719.587.7371
http://ait.adams.edu
Email: asaitc@adams.edu

Blackboard and Class Format

Courses in the MBA program are delivered in an online format using Blackboard. Blackboard is an online virtual learning environment system used at Adams State University for e-learning. Blackboard serves in lieu of the traditional classroom for the MBA program. Courses are organized around Modules. Modules vary in their lengths, but typically last for either one or two weeks. Modules begin on Mondays at 12:01 am and end on Sundays at 11:59 pm.

Courses offered in the Fall and Spring Semesters are 15 weeks in length, beginning one week after the start of the regular semester. Summer courses are 10 weeks in length, beginning one week after the start of the regular semester. Online courses do not recognize regularly scheduled institutional breaks. Thus, courses continue during fall break, Thanksgiving break, snow days, and spring break.
Blackboard System Requirements

Blackboard system requirements are outlined on the Academic Instructional Technology Center page located at http://www.adams.edu/academics/ait/faq.php. These requirements may change from time to time so refer to the site or contact AITC with any questions.

How Blackboard Functions

How to turn in Written Assignments

All written assignments, except discussion assignments, will be submitted through the assignment link in each module or in the assignments tab.

Use the following process to prepare and submit assignments: Prepare your project using Microsoft Word or a similar word processing program. Name your assignment with the following convention: last name, first name, project title (ex. lastnamefirstnameproj1.rtf) You will have to choose the .rtf file type from the drop down menu in your save window. (Under the name of the document.) For assistance with saving documents in Rich Text Format, click here to access a video tutorial. Click on the assignment link in the Learning Module of choice.

- At the top of the page, you will see the assignment instructions and any attached instructions.
- The text box under Submissions is where you will paste your assignment in if instructed to, otherwise you will attach your completed assignment by clicking "Add Attachments".
- Under Comments is where you can make a comment about your assignment to the instructor.
- Click submit.

When assignments are received, I will open them in a word processor for grading. I will make comments, ask questions, etc. I will then return your assignment through the Grade Center area. Be advised that your papers are subject to plagiarism detection programs.

How to take an Assessment

Assessments or exams may be available in the either Learning Modules or the Assessments tab, sometimes both. Do not start an exam until you are ready to take the assessment and have met the requirements directed by your instructor.
In most instances, once you start the exam you must finish it. Only documented technical issues from the Academic Instructional Technology Center will allow for a retest based on the instructors discretion. To take the Assessment or Exam following the steps below:

- Click on the location of the assessment. Assessments may be located in Learning Modules and/or in the Assessment Tab depending on the setup of your course.
- If the assessment is located in the Learning Modules section, select the module that the assessment pertains to by clicking the module link followed by the exam link. If your assessment is located in the Assessments tab, click on the exam link.
- Read the instructions provided, particularly about the time limits.
- When you are ready to begin the assessment, click BEGIN.
- If the assessment is being timed, a warning will appear when half the time has expired and when 5 minutes, 1 minute and 30 seconds remain.
- Answer each question and click SAVE ANSWER. By saving each answer as you go, you may prevent the loss of test material if your computer locks up or other technical problems occur.
- At the end of your assessment, save any answers you have not saved. Then click SAVE and Submit.

**How to send Messages**

All electronic mail communication related to this course will utilize the Messages tab. The Messages feature is similar to an internal email client and allows only for communications to be transmitted within Blackboard and not to external email accounts. The benefits of using this feature, as compared to an external email client, include organizational assistance as only students in a particular course can contact you via Messages. This means that you no longer have to ask yourself what class a particular student is in when responding. To communicate via Messages within the course, click the Messages link to the left in the Course Menu. Click Create Message to send a message. You are able to send messages to All Users or Select Users in the course, including the instructor. Be sure to only check the recipients that you want to receive the message.

Do not submit assignments through the Messages or Email tab. Submit them through Assignments, Assessments or Discussions within the learning module as directed. You will receive quick responses to any messages you send during my office hours. Generally speaking, I check my message inbox daily during the workweek, less frequently on the weekend, and rarely
after 10:00 p.m. any day. If my schedule will make me unavailable to answer messages for a day or two, I will send an announcement out so that you can plan accordingly.

How to send E-Mails

The Blackboard platform allows for external email communications. This means that you can send email from your Adams State email account to a classmate or instructor’s Adams State email account from within Blackboard. To do so, select the Email link from the Course Menu to the left. Next, select the mail recipients by role or use the Select Users option to manually assign recipients. When assigning recipients manually, select the users name from the Available to Select box and move the intended recipient over to the selected box. Enter your subject and message along with any attachments if necessary. Keep in mind that because this email is external, there will be no record of the communications within Blackboard.

Do not submit assignments through the Messages or Email tab. Submit them through Assignments, Assessments or Discussions links within the learning module as directed. You will receive quick responses to any messages you send during my office hours. Generally speaking, I check my message inbox daily during the workweek, less frequently on the weekend, and rarely after 10:00 p.m. any day. If my schedule will make me unavailable to answer messages for a day or two, I will send an announcement out so that you can plan accordingly.

How to post in the Discussions

The Discussions feature in Blackboard is an online discussion forum in which students and faculty can communicate asynchronously (anytime) via message postings. We will use this tool frequently. When you click the Discussions tab located on the left or within the Learning Modules, a listing of available forums will appear.

Students can (and will be required to) respond to forum prompts in the course discussion. To respond to a prompt: Click the Discussions tab located in the left-hand navigation bar under the Course Menu or click on the Discussion link within a Learning Module. Click on a forum topic link to open it and view the contents within. Next, click "Create Thread" to post your initial comments or select a thread and click "Reply" to respond to any existing posts. Be sure to click submit to add your posting.

Your response will now appear in the table, along with your name as author and date/time of posting.

Check the Discussions often. Since the discussion is asynchronous, other responses will be submitted after your post. Be sure to check the Discussions area each time you log into the course, to view any added material.
While I may not respond to each and every posting, I will read each posting and will respond when appropriate. Review the Discussion Grading Rubric on the Evaluation Criteria page, for what constitutes a good and relevant posting.

**NIELSEN LIBRARY**

Adams State University Nielsen Library is home to extensive digital library databases providing research and reference services to all Adams State students and faculty, regardless of location or schedules. To accommodate the busy lives of our students and faculty, Adams State University offers library services online, 24 hours a day.

The online distribution of information is not only optimally matched to the needs of students today, but also allows for equitable sharing of library resources among students and faculty members across Adams State University and in distance education programs.

For specific questions or concerns contact:

Paul Mareñas Public Services-Reference Librarian
Nielsen Library at Adams State University
(719) 587-7173 Office | (719) 587-7879 Reference
[http://www.adams.edu/library/](http://www.adams.edu/library/)

**FINANCIAL SUPPORT**

There are a limited number of financial support options available to graduate students at ASU. These include federal loans, student employment, scholarships, and tuition remission.

**Federal Loans**

Federal student loans are available to U.S. citizens and permanent residents. Check with the ASU Financial Aid Office about information on loan programs for graduate students [www.adams.edu/finaid](http://www.adams.edu/finaid)

**Student Employment**

If you are interested in potential student employment with a department on ASU’s campus, please be sure to provide an updated resume/curriculum vita to the program director. Information about potential student employment opportunities will be advertised on the Blackboard Common Classroom site.
Scholarships

Out-of-State Student Scholarships

Out of state students in the MBA program receive a Department Scholarship which offsets the out-of-state tuition rate. As such out-of-state students pay the in-state tuition rate. For more information contact the MBA Program Director.

ASU Scholarships

All MBA students are eligible to apply for the following scholarship opportunities. Check with the ASU Financial Aid Office for deadlines and application procedures [www.adams.edu/finaid](http://www.adams.edu/finaid). Please check your MBA Common Classroom periodically for scholarship updates.

- William and Lenora Gilmore Memorial (Business) Scholarship
- L&M Auto Scholarship
- Robert Ellard Wright Memorial Scholarship

Tuition Remission

Adams State University provides tuition remission for employees on a first come, first serve basis. Please check with Human Resources about tuition remission information.

Students who work at an institution of higher education other than ASU should check with their Human Resources department about tuition remission. Please inform the program director of any required paperwork for your tuition remission.

SATISFACTORY ACADEMIC PROGRESS AND APPEALS PROCEDURES

Academic Integrity

Every student is required to practice and adhere to the principle of academic integrity while undertaking studies at the University. Maintaining academic integrity is considered an essential academic standard of every graduate course and program. The University does not tolerate academic dishonesty. The term academic dishonesty includes but is not limited to:

1. Cheating by using unauthorized sources of information and providing or receiving unauthorized assistance on any form of academic work or engaging in any behavior specifically prohibited by the faculty member in the course syllabus or class presentation;
2. Plagiarism includes the copying of language, structure, ideas, or thoughts of another, and representing them as one’s own without proper acknowledgement;
3. Unauthorized Possession or Disposition of Academic Materials includes the unauthorized selling or purchasing of examinations, term papers, or other academic work; stealing another student’s work; using information from or possessing exams that a faculty member did not authorize for release to students;
4. Falsification encompasses any untruth, either verbal or written, in one’s academic work;
5. Facilitation of any act of academic dishonesty includes knowingly assisting another to commit an act of dishonesty.

Academic dishonesty may be an academic issue or a disciplinary issue, or both depending on its pervasiveness and/or severity. Any student engaged in academic dishonesty may face reprimand, disciplinary warning, a lowered or failing grade(s), and/or probation or suspension from the course, academic program, or University; or expulsion from the University. The list that follows includes examples, although not all-inclusive, of academic dishonesty:

- Copying from another student’s exam
- Purchase of term papers turned in as one’s own
- “Padding” items on a bibliography
- Feigned illness to avoid an exam
- Submission of same term paper to another class without permission
- Study of a copy of an exam prior to taking make-up exam
- Providing another student answers during an exam
- Use of notes or book during the exam when prohibited
- Sabotage of someone else’s work (e.g., on disk, in lab, etc.)
- Collaboration on homework or take-home exams when instruction called for independent work
- Providing test questions to another student(s)
- Plagiarism: appropriating or passing off as one’s work the writings, ideas, etc. of another (e.g., copying without giving credit due, forgery, literary theft, and expropriation of some other’s work)
- Writing of term paper(s) for another student
- Alteration or forging of an official University document
- Submission of tutor or other resource work assignments as one’s own
- Violation of copyright(s)
- Cheating on exams, papers, assignments, etc.

All incidents of academic dishonesty shall be documented and submitted to the chair of the academic department and the Assistant Vice President of Graduate Studies (AVPGS). The AVPGS will create a confidential file concerning the matter. In the unfortunate event that a
student is reported for violating the academic integrity policy on more than one occasion, the file will reflect all additional episodes.

As an academic matter, instances of academic dishonesty are ordinarily handled by the faculty member responsible for grading the test, paper, assignment or course in question, by lowering the student’s grade in the course or assessing an F in the course (“grade adjustment”). A faculty member who lowers a student’s grade or assesses an F for academic dishonesty will give the student written notice of the reasons for taking such action. Grades assigned by an instructor, including grade adjustments, are academic, not disciplinary in nature. A student wishing to appeal a grade adjustment should follow the Grade Appeals Procedure in this Handbook.

When academic dishonesty is pervasive or severe, the AVPGS, the department chair or the faculty member may file a complaint of academic misconduct in accordance with the disciplinary procedures in this handbook for violations of the Code of Conduct in addition to, or in lieu of a grade adjustment. If a complaint of misconduct is filed in addition to a grade adjustment, any appeal of the grade adjustment will not be considered until after the complaint of academic misconduct is resolved. Records pertaining to the misconduct complaint will be considered in determining the academic appeal.

**Academic Standing/Probation**

University policy states that, “Graduate students must maintain a cumulative grade point average of 3.0 or better for all coursework—graduate and undergraduate—taken in pursuit of a master’s degree, initial teaching license, or endorsement. Students are subject to dismissal if their cumulative GPA falls below 3.0. Students earning a grade of D or F in any course will not be able to count the course toward degree completion and must retake the course. Students earning a grade of C may be required to repeat the course depending on department requirements. All grades earned in graduate study will be included in the calculation of the cumulative grade point average. Graduate study does not permit grade forgiveness.”

The MBA program does not require students to retake a course in which a C was earned. Any student who falls below 3.0 may be placed on academic probation. Students are only allowed to be on academic probation for one semester. Any student with a GPA that falls below a 3.0 for more than one semester will be dismissed from the program.

Students who are conditionally admitted due to GPA, must earn a minimum 3.0 GPA in their first semester of attendance in order to remain in the program.
Academic Appeals Procedure

An appeal regarding grades and other academic actions requires the following steps: If a student disagrees with a grade or other academic determination, the student, within three (3) school days of receiving the grade or other academic determination, shall make a written request to discuss the grade or other academic determination with the instructor. The request must be hand-delivered or emailed to the instructor, with a copy to the AVPGS. The instructor will arrange to discuss the grade with the student. If the instructor and/or the department chair are absent from campus and unavailable or no longer employed by the University, the AVPGS will arrange for the student to skip the discussion with the instructor and/or the appeal to the department chair and move directly to the next level of appeal as outlined below.

- After the discussion with the instructor, if the student is not satisfied with the course grade, the student must, within three (3) school days of the discussion with the instructor, provide a written appeal to the instructor detailing the basis for the appeal and the specific remedy sought by the student. The instructor will respond to the student in writing detailing the reasons for accepting or denying the appeal.
- If the student is still not satisfied, within three (3) school days of receiving the instructor’s response, the student must provide a written appeal to the department chair detailing the basis for the appeal and the specific remedy sought by the student. The department chair will respond to the student in writing detailing the reasons for accepting or denying the appeal.
- If the student is still not satisfied with the department chair’s decision, within three (3) school days, the student must provide a written appeal to the AVPGS detailing the basis for the appeal and the specific remedy sought by the student. The associate provost for the Graduate School will forward the appeal to the Graduate Council Appeals Committee for review. The Graduate Council Appeals Committee decision is final.

Terms of Enrollment or Required Withdrawal

A student who enrolls in the University or in any University program, organization, or activity voluntarily assumes the responsibility for meeting the requirements involved for continued participation. Termination or suspension of continued enrollment may take the following forms:

- Academic suspension or expulsion for failure to maintain minimum academic standards.
- Disciplinary suspensions or expulsion for violation of University policies.
- Temporary suspension during the pendency of disciplinary or criminal actions.
- Cancellation of registration when admission is found to have been based upon incomplete or false information provided by a student.
• Cancellation of registration or denial of registration when a student fails to meet financial obligations to the University.
• Denial of re-enrollment, diplomas, and transcripts to a student for failure to fulfill all University obligations: Any student who has an unpaid financial obligation (of any nature) to the University or who has any other unresolved obligations or requirements may not be allowed to register for classes, graduate, or receive an academic transcript of credits. Such action shall not preclude the University from pursuing any other lawful means to obtain satisfaction of the obligation.
• Suspension for being in such condition of physical or mental illness that, even with reasonable accommodation, the student cannot safely satisfy University programmatic requirements.
• Dismissal pursuant to procedures specific to each graduate program.
• Voluntary withdrawal or leave of absence. (Initiated by the student and approved by the dean of students).

Required withdrawal or denial of registration may be imposed at any time during a semester or prior to registration for any semester. Denial of re-admission following suspension, required withdrawal, or denial of registration may be enforced permanently or for a specific period of time.

Please see the ASU Graduate Student Handbook for further information about Student Code of Conduct, Disciplinary Actions, and other relevant policies and student services.

SCHOOL OF BUSINESS CONTACT INFORMATION

Liz Thomas, MBA  
Program Director  
lthomas@adams.edu  
719-587-7477  

Mike Tomlin, Ed.D  
Professor and Department Chair  
mtomlin@adams.edu  

Aaron Tuioti-Mariner, MBA  
MBA Program Specialist  
atuioti@adams.edu  
719-587-8269  

Leslie Widger, MBA  
Administrative Assistant III  
School of Business  
lesliwidger@adams.edu  

Gina Shiba  
ginashiba@adams.edu  
MBA Program Assistant  
719-587-8269  

BUS-105 (719)587-7161
Master of Business Administration Program Faculty Biographies

Liz Thomas is an assistant professor of Marketing at Adams State University and the MBA Program Director. She possesses over 30 years of professional experience in both management and marketing and teaches a variety of classes in both areas. Liz Thomas received her BS in Business from ASU, her MBA from Arizona State University, and is finishing her PhD in management education from Capella University. Personal information includes: two children, two step-children, one granddaughter, and 4 dogs; enjoys playing golf, playing poker, and fly fishing; favorite sports teams are San Francisco 49ers and San Francisco Giants; and loves to travel.
Dr. Thomas Gilmore is a long time faculty member at Adams State University where he served as Dean of the School of Business for many years. He taught management and finance in the School of Business and holds a Ph.D. in Economics. He served as Vice President of External Affairs and Vice President of Administration for two years and eight years as President prior to retirement. He was one of the founders and a board member of ACBSP, a national collegiate business accrediting agency. Following retirement, he serves on several community groups including El Pomar Regional Council and as Chairman of the Board of Directors of San Luis Valley Federal Bank where he previously served as Chair of the Audit and Loan Committees.

Dr. Dave Hughes

University of Oregon Community Health; Minor Gerontology
MA Arnold School of Public Health University of South Carolina
BS Health Education University of South Carolina
15 years of public health and health care delivery experience in Eastern Europe and the Middle East. Responsible for project design and evaluation
Faculty Member: (1) Graduate School University of Virginia; (2) University of Wisconsin – Steven Point; (3) Chapman University Graduate Program Healthcare Administration; and (4) Currently, QI manager for 350 physician member IPA; the goal is to transition to an EMR platform and evolve into an Accountable Care Organization (ACO).

Dr. Jesse Justice brings to the online classroom over 32 years of experience in the healthcare industry including State and Federal government program management, Mental Health Agency and Long Term Care and Hospital Management experience. His broad based experience, also, covers 12 years of face to face and online classroom instruction.

Dr. Michael H. McGivern is an organizational change management specialist who possesses 30 years professional experience with
recognized excellence in managing and consulting on Organizational Development/Redesign, Operations Management and Human Resource issues. Michael’s main focus is to work with organizations to develop and implement strategies to measure the effectiveness of change and continuous processes by linking organizational capabilities with bottom-line business objectives. His technical expertise includes:

- High Performance Work Team Strategies
- Lean Manufacturing Strategies and Techniques
- Strategic Planning
- Organizational Competency Development
- Balanced Scorecards
- Socio-Technical System Redesigns
- Search Conference Techniques
- Retention Strategies

Michael held the position of Executive Consultant for a Worldwide-consulting firm and he has also held the positions in Manufacturing Organizations as Manager of Organizational Effectiveness, Manager of Manufacturing, Plant Manager, Superintendent, Manufacturing & Quality Engineer and Human Resource Manager.

Michael’s adjunct professor experience focuses on the design and delivery of Master’s and Doctorate level courses on the following: Ethics, Organizational Development, Leadership, Technology & Innovation, Entrepreneurship, Organizational Behavior, Operations Management, Coaching, Quality Management and Dissertation/Thesis research.

Michael holds a Ph. D. in Organizational Development, a Master’s degree in Manufacturing Management and a Bachelor’s degree in Industrial Engineering. Michael has also presented at numerous conferences including Industry Week’s America’s Best Plants, Clemson University Teams, University of North Texas Teams Conference, ASTD, SHRM and the American Society for Quality. He also contributes articles to a variety of professional journals including Management Decisions, American Management Association International, Journal of High-Performance Teams and Futurics. Conference and presentation topics include leadership, organizational change, teams, lean manufacturing, and measurements for organizational success.

Dr. Michael Mumper is a 1976 graduate of Adams State University. He has a masters degree in Political Science from Arizona State University and a Ph.D. in Government and Politics from the University of Maryland. He is the author of the book Removing University Price Barriers: What Government Has Done and Why It Hasn’t Worked as well as more than 50 articles and papers. His academic
specialization is American higher education - especially issues of finance, affordability, and access.

He spent 20 years on the faculty of Ohio University where he taught courses in public administration, policy analysis, and American politics. He also served as chair of the political science department and as associate provost for graduate studies. In 1996-97, he was a Fulbright scholar at the American University in Bulgaria.

He returned to Adams State in 2007. He is currently ASU’s Senior Vice President for Enrollment Management and Program Development. In this position, he oversees all of the campus’s admissions and retention initiatives. His direct reports include Admissions, Financial Aid, Records, Student Engagement and Success, Student Support Services, Institutional Research, and the Neilson Library.

Dr. Randy Newell, CPA is an Associate Professor of Accounting in the Graduate School of Business at Saint Leo University, a selective liberal arts university in retired Professor Emeritus after 25 years of service.

Dr. Newell holds an undergraduate degree in Accounting from the University of Colorado, a Masters in Taxation from Denver University Law School and a Doctorate in Management from Nova Southeastern University. Additionally Dr. Newell is an active Certified Public Accountant with licenses in both Colorado and Florida.

His teaching experience includes MBA online and ground, as well as undergraduate classes. Additionally, Dr. Newell has been active in teaching continuing professional education courses to CPAs through national and state CPA societies and regional CPA firms.

Randall’s professional experience include six years with the Big Four accounting firms and more than 20 years as a sole practitioner performing certified audits, fraud examinations, tax preparation and consulting and as an expert witness in valuation cases.

Dr. Denise Ogden  Dr. Ogden is in her tenth year and is now Associate Professor in Marketing at Penn State University’s Lehigh Valley College. Prior to pursuing a career in academia, Dr. Ogden worked in Public Relations for the U.S. Bureau of Reclamation, Alamosa, Colorado. Upon arriving to Pennsylvania in 1989 she joined D&B (formerly the Dun & Bradstreet Corporation) where she gained experience in various positions. There her accomplishments included development and implementation of a diversity training program and two national awards for outstanding performance. While at D&B she also delivered marketing training (consultative selling). In 2003, Dr. Ogden was the recipient of the 2003 Lehigh Valley Campus Teaching Excellence Award. Her research interests include integrated marketing communication (IMC), retailing and multicultural elements of business. In addition to diversity consulting, her consulting firm (The Doctors Ogden Group LLC) specializes in marketing research and integrated marketing communication (IMC). Dr. Ogden holds a Ph.D. (Business Administration/Marketing) from Temple University, an M.B.A. from De Sales University (Marketing and Quality Systems), and a B.S. (Business Administration/Marketing) and B.A. (Psychology) from Adams State College (CO). She is the co-author of a retailing text and has published articles in many academic journals. 2010 marked the release of her second textbook, *Marketing Basics, Cutting Through the Clutter* (Kendall Hunt).

---

Dr. Linda Reid  is a tenured professor of Business at Adams State University where she teaches a variety of business and health care classes. Dr. Reid received her D.B.A. from Nova Southeastern University and her M.B.A. degree from Wake Forest University. Dr. Reid is a Certified Public Accountant and has been licensed in the state of Colorado since 1999. In 1996, Dr. Reid joined the ASU faculty and has served on a variety of committees and subcommittees. Dr. Reid’s business experience was in the brewing industry, where she was a certified brew master, and in the alcohol fuel industry as a consultant.

Personal Information:

- Skiing, hot rods, motorcycles, and playing “Guitar Hero”
- Sport teams are the Denver Broncos, Avalanche, and ASU sports teams
- Two children and five grandchildren
- My passion is teaching
**Dr. Steven Stewart** is an educator, researcher and economic consultant. Steven does research at the interface of economics, public policy, and water resources and teaches managerial, production, water, environmental, micro and natural resource economics. His specialties include non-market valuation including conjoint analysis, choice modeling, contingent valuation, and the travel cost method, using economic experiments to address the provision of public goods, behavioral economics approaches to risk and uncertainty, and scenario development for public agencies. He earned his Ph.D. in Economics from the University of New Mexico in 1998.

**Dr. David R. Wolfe** holds a two Masters Degrees; an MBA from Stetson University and a MA in Financial Economics from the University of New Orleans. He also holds a Doctorate in Financial Economics from the University of New Orleans. His professional and research interests include corporate bankruptcy and non-investment grade investments choices. He's been featured in numerous academic publications including the Journal of Corporate Ownership and Control and Applied Financial Economics and has presented research at numerous academic conferences in the United States winning multiple research awards for best papers.