

Admission  
Curriculum  
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## ***Admission***

### Program Prerequisites

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Program admission requires successful completion of undergraduate coursework in:

- Statistics
- Accounting
- Economics

Students who have not completed these courses with a 'B' or better can be admitted and required to complete these courses prior to enrolling in Module 2.

### Admission Status

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#### **Full Admission**

Applicants can receive full admission to the MBA program if a complete application is submitted, all admission requirements have been met, and approval has been received from the admissions committee.

#### **Conditional Admission**

Conditional admission may be granted, upon the approval of the admissions committee, in those instances where the applicant has not submitted all of the required materials to complete the application process. Students must submit all admission requirements prior to the completion of their first semester.

## ***Curriculum***

### Overview of the MBA Curriculum

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The 48 credit MBA program consists of four thematic modules (40 credits) and two elective courses (8 credits) and can be completed in 21 months. Courses meet one night per week for four hours. The module topics surface in every day activities and long-term planning for all organizations. Many programs provide stand-alone courses in these topics. Our approach is to integrate these topics throughout the four core modules, with repeated emphasis from a variety of perspectives.

### Core Module Overview

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#### *Module 1: Leading People with Integrity and Purpose*

Developing the leadership skills needed to harness and direct the energies of people within an organization and its environment. Emphasis on integration of concepts from Management,

Leadership, Managerial Communication, Human Resource Management, Organizational Behavior, Teamwork, Organizational Change, and Project Management.

*Module 2: Managing and Leveraging Organizational Finances and Operations*

Developing the analytical, forecasting, and budgeting skills needed to effectively utilize and streamline organizational resources. Emphasis on integration of concepts from Managerial Accounting, Managerial Finance, Operations Management, and Quality Improvement and Managerial Economics.

*Module 3: Understanding External Environments for Long-term Success*

Developing the knowledge and skills needed to manage external realities and successfully compete in market and non-market environments. Emphasis on integration of concepts from Business Law and Regulatory Environments of Business, Corporate Social Responsibility, Global Markets, and Marketing Management and Branding.

*Module 4: Strategic and Entrepreneurial Management*

Developing the skills needed to effectively and efficiently steer an organization through long-term success and growth. Emphasis is on integration of concepts from Strategic Management and Planning, Strategic Financial Analysis, Strategy Implementation, and Mergers & Acquisitions.

Program Sequence

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Semester 1	Module 1	10 credits
Semester 2	Module 2	10 credits
Semester 3	Module 3	10 credits
Semester 4	Elective Module	8 credits
Semester 5	Module 4	10 credits

Core Module Descriptions

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**Module 1**

- MBA 8160—Leadership Skills Development (3 credits)
- MBA 8101—Management & Org Behavior (3 credits)
- MBA 8102—Human Resource Management (2 credits)
- MBA 8191—Project Management (2 credits)

**Module 2**

- MBA 8210— Managerial Accounting (3 credits)
- MBA 8220— Managerial Finance (3 credits)
- MBA 8240— Managerial Economics (2 credits)
- MBA 8290— Business Process Management – Operations (2 credits)

**Module 3**

- MBA 8350—Marketing Management (3 credits)
- MBA 8330—Managing the Global Marketplace (3 credits)
- MBA 8380—Business Law & Regulatory Environment (2 credits)
- MBA 8381—Social Responsibility and Sustainability (2 credit)

**Module 4**

- MBA 8491 – Capstone/Field Study (3 credits)

MBA 8420 – Strategic Financial Analysis (2 credits)  
MBA 8460—Strategic Management (3 credits)  
MBA 8461 – Mergers & Acquisitions (2 credits)

## Concentrations

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Concentrations may be earned by completing three elective courses within one concentration area. Currently, students can complete concentrations in:

- Conflict Management
- Finance
- International Management
- Marketing

## Conflict Management Concentration

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### **MBA 8010: Negotiation Theory & Practice (4 credits)**

Through both lecture and simulation, this course explores major themes in negotiation theory and practice, including distributive versus integrative bargaining, personality styles, multi-party negotiation, and ethical issues. Students are encouraged to reflect on the theoretical foundations that underlie our actions and on the many considerations that influence effective and ethical negotiation practice.

### **MBA 8011: Conflict Management Systems Design (4 credits)**

This course will help you improve decisions, increase creativity, enhance others' performances and your capacity to build a healthy, productive workplace. The classroom will be a metaphor for “organization”. Students will experience how conflict is managed individually and systemically. The class will discern patterns, roles, concerns, power differentials and differing workplace assumptions. Participants will work in teams within the organization to design customized conflict responses. The course will merge theory and practice, challenging students on best practices, conflict prevention tools, and alternative dispute resolution options.

With a greater in-depth appreciation for workplace culture, systems and people, class team members will gain familiarity with the necessity of assessments, buy-in, design teams, development, implementation, roll-out and feedback loops. Participants will build their capacity to manage conflict more effectively on a systemic basis using principles of organizational systems design.

### **MBA 8012: Conflict Theories (4 credits)**

This course explores the nature of conflict from a range of theoretical and research-based perspectives including psychology, communication, and group and social dynamics. This course lays a foundation for further study in conflict management and resolution.

## Finance Concentration

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### **MBA 8020: Corporate Finance (4 credits)**

This course presents the theory and practice of corporate finance. Topics include concepts of corporate valuation, financial statement analysis and forecasting; the evaluation of capital investments under differing assumptions about risks and the state of the world; the financing choice for capital projects; the effects of debt, equity and derivative financial instruments on the value of the firm; dividend policy and other stakeholder forms of payment; corporate restructuring, bankruptcy, and merger; issues in corporate control and compensation.

**MBA 8021: Financial Institutions and Markets (4 credits)**

This course begins with a discussion of the financial system and financial institutions and the relationship between interest rates and security prices, the money market where interest rates are determined, and the role of the consumer and business and government in the financial markets. The course 1) examines how markets are organized and how trading occurs; and 2) establishes a framework for understanding how existing markets are set up, how trading occurs in them and how these markets evolve over time. The concentration is on securities markets and trading practices, but most of the principles developed are also applicable to other kinds of markets – markets for products, service and information.

**MBA 8022: Finance Theory & Applications (4 credits)**

This course covers the major decision-making areas of corporate finance and selected areas of financial history. Focusing on financial analysis and planning, corporate policies, valuation, and risk management. Topics will include firm capital structure and payout policy, short-term and long-term financial planning, options, risk management and derivatives, and corporate restructuring. The course builds upon the topics covered in MBA 8220: Managerial Finance.

**International Management Concentration**

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**MBA 8030: Global Business (4 credits)**

This course will focus on practical issues of global business. We will discuss foreign direct investment, joint ventures, licensing and distribution agreements. Topics covered will include exporting, counter trade, supply chains, global human resource management, global marketing, and financial management in international business. We will also examine entry strategies for doing business in global markets. The students will apply the topics covered by working in groups to develop an international marketing plan to enter a foreign market with a specific product or service.

**MBA 8031: International Business Transactions (4 credits)**

This course provides students with an understanding of selected types and forms of international business transactions. It examines the role of business organizations in these transactions and focuses on international dispute mechanisms and how business disputes are resolved using these mechanisms. Attention is given to regional trade agreements such as NAFTA, ASEAN, and MERCOSUR. The WTO, the United Nations ICSID, UNCITRAL, and non-governmental options such as the International Chamber of Commerce will also be examined. Some time is devoted to public and private international organizations and how they influence the resolution of business disputes. Specific international dispute centers, such New York, London, and Stockholm are examined in light of their practices and procedures. International business transactions are an essential part of today's business and dispute resolution methods utilized in resolving conflicts are essential for business graduates.

**MBA 8097: International Seminar (4 credits)**

International seminars are offered throughout the year in the MBA program. Recent international seminars have included ten-day trips to Shanghai (China), Modena (Italy), Cologne (Germany), or Ottawa (Canada). Each seminar earns four credits and includes both pre and post-travel class meetings and written assignments. Foreign language ability is not required.

**Marketing Concentration**

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Courses for the marketing concentration are currently being developed. More information will be provided before your elective semester.

## *Academic Standards and Policies*

The Hamline School of Business (HSB) has adopted the following rules for the MBA program. All students enrolled in MBA classes are presumed to consent to these rules. In addition, all applicable rules found in the most recent version of *Hamline University Graduate Bulletin* shall apply to MBA classes.

### *Academic Standards*

#### Grading

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Grades in the MBA program are letter grades based on a 4-point system; grade points are calculated by multiplying the numerical grade by the number of credits. For example: B in a 4-credit class = 12. For plus or minus grades, 0.3 is added or subtracted to the numerical grade and multiplied by the number of credits, with the exception of A+, which maintains 4.0 on the scale.

MBA students receive individual grades for the competencies within each of the 10-credit Modules; for example, A- in a 2-credit competency = 7.4. An overall Module (or semester) GPA may be calculated and will appear on the transcript at the end of the semester.

A	4.0	Superior and critical work.
A-	3.7	
B+	3.3	
B	3.0	Worthy and critical work.
B-	2.7	
C+	2.3	
C	2.0	Satisfactory Work.
C-	1.7	Does not count toward credits required for degree completion.
F	0.0	
W		Withdrawal from course. Not a grade.
I		Incomplete. Student has not completed all course requirements at the time grades are submitted.

Grades below C do not count toward the 48 credits required to graduate. A student who earns a C- or below in a competency within a required MBA Module must repeat that competency. When the competency is repeated and a grade of C or better is earned, the GPA is recalculated. Students will be advised to retake the competency at the next available opportunity to maintain degree progression. Students who are required to retake a competency will be placed by the School of Business office in a different cohort for completion of the retake. All Module 1, 2, and 3 courses must be successfully completed before entering Module 4.

A student who earns a C- or below in an elective may choose to retake the elective, in which case his/her GPA will be recalculated if the grade earned is C or better. If a student chooses not to retake the elective, and instead chooses a different elective, the grade of C- remains part of the overall GPA calculation.

For further information on Hamline's grading policies, please see:  
<http://www.hamline.edu/policies/grad-law.html>.

## Appeals

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The instructor(s) in a HSB class shall be the judge(s) of the application of the rules in the course. Students disagreeing with the application of the rules to them may appeal to the Associate Dean of the Hamline University School of Business.

For further information on Hamline's grading policies, please see:  
<http://www.hamline.edu/policies/grad-law.html>.

## Academic Standing

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MBA students are required to maintain an overall GPA of 2.7 to remain in good academic standing. If the cumulative GPA falls below 2.7, students will be placed on academic probation. Students whose GPAs are below 2.7 are required to meet with an academic advisor to plan a course of action to remedy the situation. Students should implement corrective action to remove themselves from academic probation within the next semester. Students with GPAs consistently below 2.7 may be subject to dismissal from the program. A cumulative GPA of 3.0 is required for graduation.

## Stylebook for Source Citation

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Unless otherwise noted, the rules found in the *Publication Manual of the American Psychological Association*, 6<sup>th</sup> edition (APA), shall govern source citation in all HSB classes.

## *Policies*

### Attendance

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Students are expected to attend every meeting of a class, to participate in all learning activities, and to turn assignments in on time. If illness or unavoidable personal or professional commitments require students to miss a class, they should inform the instructor in advance of the class and develop an alternative plan to meet the objectives of the missed class.

If a student is unable to attend regularly, he/she should consult with the MBA Program Coordinator about dropping or withdrawing from the Module or course and taking it at another time. In all cases, students are responsible for officially dropping or withdrawing from courses through Student Administrative Services (SAS). SAS rules regarding drop and withdraw deadlines and refunds apply.

Attendance policies at Hamline University are established by each of the five respective academic units: the College of Liberal Arts, the School of Education, the School of Business, and the School of Law. However, Hamline University acknowledges that students follow many different religious faiths and practices, which occasionally require that students need to miss classes for holidays on dates when the university remains open. The university makes every reasonable effort to allow students to observe religious holidays without academic penalty while recognizing that accommodations should not create an undue interference with the student's participation in a course. Absence from classes or examinations for religious reasons does not relieve students from responsibility for any part of the course work required during the period of absence. Students who expect to miss classes, examinations, or other assignments as a consequence of their religious observance shall be provided with an opportunity to pursue a reasonable alternative to complete such academic responsibilities and requirements.

Students who plan to miss class must:

1. Inform instructor in writing of anticipated absences at the beginning of the course;
2. Meet with instructors to arrange a plan to complete the student's academic responsibilities for the course, including the rescheduling of any missed coursework, assignments or examinations; and
3. Obtain class notes from other students.

Students who have properly notified their instructors will be offered an opportunity to make up the work, without penalty, in a manner that is consistent with the attendance policy of the academic unit and is convenient to both students and faculty. To the extent possible, faculty should try to avoid scheduling examinations or deadlines on dates that conflict with religious holidays. All university offices and units will make every effort to schedule major events at times that do not conflict with major religious observances and that may inadvertently exclude the participation of some members of the campus community.

### Academic Integrity Policy

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Dishonesty of any kind in relation to academic work threatens the integrity of the academic enterprise and is prohibited at Hamline University. All materials prepared by a student for a HSB class shall be original and prepared solely by that individual. By enrolling in a class, students are attesting that they have not engaged in academic dishonesty, including plagiarism, in the preparation of materials or in any activity connected to a class.

- A. Academic dishonesty:** Academic dishonesty includes any act that has the effect, or intention, of giving one student an unfair advantage over others in the completion or evaluation of academic work and/or inaccurately representing one's academic work. Such acts include, but are not limited to: cheating (such as using notes or other source materials without instructor permission on an exam); making multiple submissions (submitting, without prior authorization, a paper or assignment completed for one class to fulfill a requirement for another class); fabricating information (such as using or submitting fabricated or altered information for an assignment); and plagiarism (see definition in B).
- B. Plagiarism:** Plagiarism is the unacknowledged use of another person's work or ideas. Specifically, plagiarism is:
- Using ideas and information from any source (published or unpublished, paper or on-line) without proper attribution. (Sources include books, journals, newspapers, encyclopedia, reports, speeches, media broadcasts, interviews, and the Internet.);
  - Quoting, paraphrasing, or otherwise using text from a source without crediting the author;
  - Copying sentences, phrases, or other language verbatim from a source without using quotation marks;
  - Presenting work completed by another individual (including another student) as your own.
- C. Group Work:** If a class permits group projects, each student in the group shall contribute his or her fair and proportionate share to the project.
- D. Penalties for Academic Dishonesty:** Academic dishonesty, including plagiarism, will be dealt with seriously. Students deemed by HSB or its faculty to have engaged in academic dishonesty may be subject to academic penalties up to and including expulsion from Hamline University.

If a student is accused of engaging in academic dishonesty in a class, the instructor(s) may decide on one or a combination of these sanctions:

- Retake of an exam or rewrite of a paper
- Extra work
- Reduced grade or failure on the assignment
- Reduced grade or failure for the course

For further information on Hamline's academic integrity policies, please see:  
<http://www.hamline.edu/policies/grad-law.html>.

## Cohorts

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When students request to make a change to their program of study they are required to complete a petition form with the Hamline School of Business Office. Students can obtain a copy of the petition form by contacting the HSB office at [hsb@hamline.edu](mailto:hsb@hamline.edu) or 651-523-2284.

### **Changing Location**

If a student wishes to change locations (between St. Paul and Minneapolis) a request must be made to the program office. All requests to change locations are reviewed and made on a space-available basis.

### **Leaving a Cohort**

If a student wishes to drop out of a cohort, but remain in the MBA program, a formal petition must be made to the program office. Requests to delay taking a Module, resulting in leaving the assigned cohort, are reviewed on a case-by-case basis. Petitions are reviewed by the MBA Program Director. Requests will be granted only in extraordinary circumstances as documented in the petition and attachments. If the petition is granted, the student will be placed in a cohort upon return to the program; an attempt will be made to place the student in the location and night of his/her first choice, but the first choice is not guaranteed. Decisions to leave the cohort may affect tuition rates.

## Student Status

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### **Withdrawal from the Program**

Program withdrawals must be made in writing through the Hamline School of Business Dean's office. Non-attendance and/or nonpayment does not constitute a withdrawal. Non-attendance for one calendar year will result in an administrative withdrawal by the university.

### **Readmission to the Program**

Students who have been withdrawn from the program and wish to resume their graduate program within the time limit for degree completion must request readmission to the program. Students requesting readmission must be in good academic standing to be considered for readmission. Additional documentation for readmission may be requested by the program. Students will be charged the current tuition rate based on the term of readmission.

### **Full time/part time status**

For Hamline graduate degree students, full-time status is defined as 8 semester credits per term and half-time status is 4 semester credits per term. MBA modules are 10 credits. The elective module consists of two 4 credit courses. Both elective courses must be taken in the same term to maintain full-time status.

### **Graduation Requirements**

All candidates for the MBA degree must successfully complete 48 credits of coursework.

Module 1 – 10 credits

Module 2 – 10 credits

Module 3 – 10 credits

Elective Module – 8 credits

Module 4 – 10 credits

### **Commencement**

An Intent to Graduate form must be filed by students in the Hamline School of Business office by the specific dates set. Commencement is held in May each year. All students completing the degree in the corresponding academic year are invited to participate.

## ***Student Services***

### Financial Aid

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MBA students may be eligible to receive financial aid to help pay their educational expenses. Each graduate student generally has unique situations in regard to financial aid. The Hamline University Office of Financial Aid assists applicants and students with determining eligibility for federal student aid and the best financing options to fit their needs. The Financial Aid office can be reached at 651.523.3000 or [finaid@hamline.edu](mailto:finaid@hamline.edu).

### Tuition & Fees

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MBA students are guaranteed their entering tuition rate for the duration of the 21-month MBA program. All fees are included in the tuition rate except the International Student Fee (international students only) and Health Insurance (optional). For current rates visit: [www.hamline.edu/tuition](http://www.hamline.edu/tuition)

### Registration

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#### **Registration**

Registration for modules is done by the HSB office. A signed Acknowledgment of Automatic Registration form must be on file to process registration. Students are responsible for registering for electives through Pipeline.

#### **Withdrawal from a Module/Course**

All course withdrawals must be made in writing through the Student Administrative Services (SAS) office. Non-attendance and/or nonpayment does not constitute a withdrawal. Drop/withdrawal deadlines and refund schedules are stated on the Student Administrative Services website ([www.hamline.edu/sas](http://www.hamline.edu/sas)) and are also available from the SAS office.

#### **Pass/No Pass**

Pass/no pass is not available to graduate student degree coursework.

## **Wait List**

If an elective course or Module is full a student can request to be placed on the wait list for the course by contacting the HSB Office. All students on the wait list are notified of new sections opened. Being placed on the wait list does not guarantee a space in the course.

## **Individualized Study**

In an Individualized Study, students register for an existing Hamline course which is not offered during the term the student needs to take it. Instructors work individually with students to complete the coursework. Individualized study is not available for MBA Modules or the retake of individual competencies within the Module. Individualized study is an option for elective courses. Individualized study requires approval of the MBA Program Director. Students may take a maximum of four credits in Individualized Study.

To request an Individualized Study, students must complete an Individualized Study registration form.

## **Independent Study**

- Independent Study provides an opportunity to work independently under the direction of a faculty member and may be approved for specific topics and/or projects that cannot be covered in regular courses. Independent Study credit may not be used for MBA Modules, but is an option for elective credit.
- Independent study is available to matriculated students who have a GPA of at least 3.0 and who have completed at least 20 credits of their degree program. Students may take no more than 4 credits in Independent Study toward the MBA degree.
- Students pursuing Independent Study must submit an Independent Study Proposal & Registration form to the Hamline School of Business (HSB) no later than the first day of the semester in which the study will be undertaken. (This will ensure that needed approval can be obtained prior to the end of the drop/add period.) The proposal shall include:
  - The number of credits to be earned (minimum of 1 and maximum of 4).
  - An outline of the Independent Study, including:
    - Description of problem/issue to be investigated.
    - Description of course activities which indicate an amount of class and study time comparable to a course of the same number of credits. (Approximately 125 hours for a 4-credit study.) Include the number and nature of meetings with the supervising faculty member, preliminary bibliography or reading list, description of any field work (including interviews, site visits, etc.), and a description of the final paper or project.
    - Description of coursework the student has done so far to prepare himself/herself for independent study and an explanation of how the Independent Study fits with the student's degree program.
    - The signature of a faculty member who has agreed to supervise the Independent Study. (It is the student's responsibility to identify a faculty member to supervise the study.)

## **Transfer Credit**

The MBA program office, in conjunction with the Registrar, determines the eligibility of transfer of credit requests. Previous graduate course work is evaluated at the time of admission. Requests for transfer credit are subject to the following:

- Transfer credit from other institutions is not granted for MBA Modules.

- Transfer credit for elective courses will be considered if there is no significant overlap with the required Modules.
- Courses must have been taken at the graduate level and at a regionally accredited institution. Courses must not be part of an earned degree.
- Subject matter of courses should form a logical part of the MBA degree.
- The grade earned must be no lower than B-. Courses taken Pass/No Pass are not eligible.
- Grade points are not transferable to Hamline. In other words, approved transfer credit will not affect the Hamline GPA.
- Courses must have been completed within seven years of the start date of the Hamline MBA.
- A maximum of 8 credits may be transferred from other institutions.

To request to transfer credits, students should complete the Transfer Credit Application form, which includes course titles, numbers and descriptions. Official sealed transcripts, mailed directly from the other institution to the program office, are required to support transfer credit application. The MBA program office reserves the right to request additional supporting material, such as syllabi, as needed.

## Advising

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To receive academic advising, MBA students may contact:

Sandra Immerman  
651.523.2325  
simmerman01@hamline.edu

## Writing Assistance

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Graduate student writing workshops are scheduled each year by the university Writing Center. The Writing Center may be contacted at 651.523.2026 or [www.hamline.edu/writingcenter](http://www.hamline.edu/writingcenter).

## *Support Services*

### Blackboard

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Blackboard is the Hamline University course management system (e-learning software platform). Instructors may use Blackboard to post course content and/or require students to use Blackboard to engage in class discussions, download handouts, submit assignments, and other activities. To access Blackboard a username and password is required, which can be found in Pipeline.

### E-mail

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Hamline University provides all students with an e-mail account. All degree-seeking students are required to use the official Hamline e-mail account for Hamline-related correspondence. All communications from the university and the HSB office will be sent to Hamline e-mail accounts.

### Computer Minimum Requirements

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Hamline minimum computer requirements are intended to ensure that the equipment students use meets the minimum requirements to support students through their academic program. Minimum

computer equipment requirements have been developed after taking into consideration the various programs students might participate in as a part of their academic studies at Hamline University and to ensure that the equipment will meet any software requirements placed on it for the current academic year. For detailed information, please see:  
<http://www.hamline.edu/offices/its/get-started-guide.html>