

Application & Admission
Curriculum
Policies
Student Services
Support Services

Application & Admission

Application Process

Application Checklist

A complete application for admission to the Hamline MBA program includes the following items:

- Completed application form/application fee (If you submit a paper application, there is a non-refundable fee of \$30.)
- Official transcripts from all undergraduate and graduate work
 - Official sealed transcripts from a regionally accredited college or university should be sent directly from the institution to the Graduate Admissions Office.
 - If your transcripts are in a language other than English, you must submit both the original and an official or a certified English translation. The Hamline University School of Business reserves the right to require applicants to have their academic records evaluated by an academic credential evaluator.
- Minimum of two years of relevant post-baccalaureate work experience.
- Current résumé
 - A professional résumé including a chronological list of your employers, positions held, and job responsibilities.
- Personal statement
 - A 1-2 page personal statement, typewritten and double-spaced, detailing: (a) why you have chosen Hamline University, (b) how the degree program will help you meet your career goals, and (c) which concentrations or fields are of interest to you and why.
- Writing sample
 - A sample of your academic or work-related writing, typewritten, at least three pages in length, written in the last two years, and written solely by you.
- Three letters of recommendation written by people familiar with your academic and/or professional history, detailing your specific qualifications to pursue advanced study, and sent directly to the [Office of Graduate Admission](#). (Letters from family members are unacceptable.)
 - If your letters of recommendation are in a language other than English, please send the original letters and certified English translations.

Additional Requirements for International Applicants

- Documentation of English Proficiency
 - International applicants whose native language is not English are required to provide proof of written and oral proficiency in English. The minimum TOEFL ([Test of English as a Foreign Language](#)) score for admission to the Hamline University School of Business is 80 (Internet-based test).
 - Official TOEFL scores must be sent from the [Educational Testing Service](#) directly to Hamline University (code 6265). (Results mailed to the applicant are not accepted.)
 - Applicants who completed an undergraduate or graduate degree at a university in the U.S., Canada, the U.K., or Australia are exempt from this requirement.

- Proof of Financial Support
 - International applicants must demonstrate their ability to pay tuition and personal expenses with documentary evidence (bank statements or other financial support documentation). This financial information is not used in the admission process. However, it is required to apply for a visa.

Admission Review and Selection

The MBA Admissions Committee reviews each application. Candidates are evaluated based on the overall quality of the information provided in the application. Applications for the MBA program are accepted on a rolling basis. Completing the admission requirements at least two weeks prior to the semester start is recommended to ensure course registration and receipt of materials

Program Prerequisites

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. Students required to take more than one prerequisite must defer admission and complete at least one of the prerequisites prior to beginning Module 1. Applicants can also meet these course requirements by demonstrating proficiency in these disciplines through standardized examinations.

Admission Status

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.

Provisional Admission

Provisional admission is granted in situations where a student does not meet all academic standards but through the review of application materials demonstrates the ability to be successful in graduate studies. After completion of Module 1, the admissions committee will review the student's record to determine if the student has satisfied the requirements for full admission.

Denial

Applicants will be denied admission to the MBA program if an application does not meet the criteria or level required by the MBA admissions committee. Applicants denied admission will receive a denial letter.

Curriculum

Overview of the MBA Curriculum

The 48 credit MBA program consists of 4 thematic modules (40 credits) and 2 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

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 complete 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, Change Leadership, Strategy Implementation, and Mergers & Acquisitions.

Program Sequence

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

HAMLINE MBA						
Module 1			Module 3			
Leading People with Integrity & Purpose			Understanding External Environments for Long-term Success			
Number	Credits	Title	Number	Credits	Title	
8101	3	Management & Organizational Behavior	8330	3	Managing the Global Marketplace	
8102	2	Human Resource Management	8350	3	Marketing Management	
8160	3	Leadership Development	8380	2	Business Law & the Regulatory Environment	
8191	2	Project Management	8381	2	Social Responsibility & Sustainability	
Module 2			Module 4			
Managing & Leveraging Organizational Finances & Operations			Proactive Planning, Change, & Development			
Number	Credits	Title	Number	Credits	Title	
8210	3	Managerial Accounting	8420	2	Strategic Financial Analysis	
8220	3	Managerial Finance	8460	3	Strategic Management	
8240	2	Managerial Economics	8461	2	Mergers & Acquisitions	
8290	2	Business Process Management - Operations	8491	3	Capstone/Field Study	

Module 1

MBA 8101—Management & Org Behavior (3 credits)

Managing people requires a broad range of interdisciplinary knowledge and skills. To be effective, managers must have solid planning and organizational skills. They must also have solid understanding of human behavior, and how human behavioral tendencies affect and are affected by organizational systems, processes, and interactions. This component of Module 1 Helps students develop the knowledge and skills needed to effectively manage people in organizations. Topics include fundamentals of social cognition, individual differences, judgment and decision making, motivation, organizational power and politics, managerial communications, human resource management, and conflict management.

MBA 8102—Human Resource Management (2 credits)

This component of Module 1 provides an overview of human resource management in organizations and examines the role of the human resource (HR) function in developing strategy and creating sustainable competitive advantages. The techniques, policies, processes, strategies,

and practices used by companies and managers to effectively utilize human resources will be discussed. Topics of discussion will include staffing, compensation, training, and development, performance management, and employment law.

MBA 8160—Leadership Skills Development (3 credits)

The concepts of management and leadership are often compared. One way to define leadership in a managerial context is that leadership is the extent to which a manager has influence over others above and beyond their positions-based power or authority. This component of Module 1 will help students develop two distinct sets of skills that will help them become leaders: self-leadership and team building. Topics will be introduced in regular class settings, and then be developed through intense full-day workshops and follow up activities.

MBA 8191—Project Management (2 credits)

The ability to manage projects from idea to implementation requires a broad set of knowledge and skills. According to the Project Management Body of Knowledge (PMBOK), a project is "a temporary endeavor undertaken to create a unique product, service, or result." Effective project management is by nature an integrative activity that requires interpersonal, technical, financial, and strategic skills. This component of Module 1 will serve two purposes. First, it will introduce students to the scope of knowledge and tools required to manage successful projects. Second, it will provide context for integration of many elements of the Hamline MBA program, including the transition from Module 1 to Module 2.

Module 2

MBA 8210— Managerial Accounting (3 credits)

This course will build on financial accounting principles and examine the tools that support management measurement and control of costs and operations. Financial forecasting and budgeting will be introduced for establishing performance targets. Cost volume and differential pricing techniques will be examined as tools for making tactical decisions. Budgeting, job order and activity based costing will be examined as tools for measuring day-to-day operations. Alternative performance measures will be examined for measuring progress towards strategic goals.

MBA 8220— Managerial Finance (3 credits)

Today, managers need to understand the fundamentals of financial management to make good decisions. This course covers the issues in Finance that a manager is likely to encounter. It will be taught in two parts. The first portion of the course will discuss the financial statements, cash flows and the time value of money. Once we understand these basics, we will discuss issues surrounding corporate financing including equity and debt. We will discuss capital investment and how a company decides to allocate its resources in a value-maximizing manner. We will also discuss risk and return and how it ultimately affects the company's cost of capital. The second part of the course focuses on applying some of what we learned in the first course. We will also discuss special topics such as mergers and acquisitions and international finance in this part of the course.

MBA 8240— Managerial Economics (2 credits)

This course examines supply and demand and the effect of elasticity on price, income and total revenue. With this foundation, marginal analysis and opportunity cost concepts will be

introduced. The course will then examine how economic principles are impacted by different market structures (perfect competition, monopoly, monopolistic competition and oligopoly). The course will conclude with analysis on how economics impacts strategy and business decision-making.

MBA 8290— Business Process Management – Operations (2 credits)

Business operations are driven by business processes. This course will examine key operational business processes (sales/collection, acquisition/payment, conversion, finance) developing an understanding of workflow, inputs/outputs and data needs. An internal integration perspective will established the foundation for dealing with external business partners. Technology tools and applications which enable business process efficiency and integration will also be introduced.

Module 3

MBA 8330—Managing the Global Marketplace (3 credits)

Managers need a background in global trade to function in the international marketplace. We will cover globalization, outsourcing and international trade theory. The discussions of the organization of international business and import-export issues will help the students understand the planning involved in effectively moving a business into the global marketplace. There will be coverage of ethical issues in international transactions. Materials on cross cultural negotiations, human resource issues and strategies for entering a specific international market will aid the students in negotiating a license agreement in class covering a specific product or service to be distributed in an international market.

MBA 8350—Marketing Management (3 credits)

Marketing expertise has emerged as a key requisite in determining the success of organizations. This course will prepare students to lead organizations through complex challenges in the local and global marketplace. State-of-the-art marketing practices, theories, case studies, and trends are blended into results-oriented actions that equip students with the skills and knowledge necessary to make sound marketing decisions.

MBA 8380—Business Law & Regulatory Environment (2 credits)

Business Law and Regulatory Environment provides a clear understanding of the basic principles of business law. Among the topics covered are contracts, sales, intellectual property, business organizations, agency, securities regulation, negotiable instruments, e-commerce and antitrust law. When the students complete the course they should be able to identify and work through common legal problems and ethical issues they will face in the workplace.

MBA 8381—Social Responsibility and Sustainability (2 credit)

Students in the two-credit Social Responsibility and Sustainability course will examine viewpoints on what responsibility businesses have to their stakeholder groups. We will also explore the evolving role of sustainability in the business community and opportunities to incorporate social responsibility issues in business strategy and daily business practices. Our exploration of sustainability will include a diverse range of industries.

Module 4

MBA 8420 – Strategic Financial Analysis (2 credits)

Viewing strategy through the lens of financial performance sharpens management capabilities. Whether evaluating alternative strategies, setting strategy-assessing metrics, or judging strategy implementation, financials play a paramount role. Strategic Financial Analysis is designed to provide students with both theory and hands-on analytical practice to analyze and support strategic directions.

MBA 8460—Strategic Management (3 credits)

This component provides a broad understanding of business strategy. Strategy literature is evaluated to assess applicability of classic frameworks in the 21st century. Business cases are discussed and analyzed with a focus on competitive strategy, the economics of information, resource allocation, industry analysis, and the importance of mission and goals. This component integrates knowledge and skills of previous coursework (in Modules 1-4) as well as electives.

MBA 8461 – Mergers & Acquisitions (2 credits)

This course draws on financial, economic, and legal concepts from previous modules to examine mergers and acquisitions as a growth strategy for a firm. Topics include: strategic motives for mergers and acquisitions; methods of valuation of acquisition targets; financing sources; due diligence (legal and regulatory issues and best practices); and post merger integration.

MBA 8491 – Capstone/Field Study (3 credits)

The Capstone/Field Study Competency provides several benefits. First, it serves an integrative role, allowing you to apply skills developed throughout your Hamline MBA education to issues being faced by an actual business organization with real issues and opportunities involving multiple functions. Second, it requires you to formulate a business plan for an organization contemplating significant change. Finally, it will provide opportunities for dialogue with industry leaders, again allowing you to blend theory and practice in understanding the complicated world of business today.

Concentrations

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

- International Management
- Conflict Management
- Finance

MBA 8010 – 8019: Conflict Management Concentration (Electives)

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.

MBA 8020 – 8029: Finance Concentration (Electives)

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.

MBA 8030 – 8039: International Management Concentration (Electives)

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 as 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.

*MBA 8097: International Seminar is required to earn the International Management concentration.

Other Elective Offerings

MBA 8040: HR Strategy (4 credits)

This course provides an in-depth review of contemporary issues regarding the utilization of people in organizations and how the HR function operates in those organizations. In particular, the course focuses on the development of a human capital strategic plan within an organization to increase workforce performance and morale.

MBA 8098: Talent Acquisition and Performance Management (4 credits)

This course provides students with an in-depth look at talent acquisition and performance management within all types of organizations. The course is designed for future and practicing

human resource professionals as well as employees and managers who would like to gain a more in depth understanding of how to more effectively manage HR issues.

This course includes a comprehensive overview and analysis of staffing and selection practices. Topics include talent management, the hiring process, staffing alternatives, workforce reductions, social networking, legal issues, turnover models, measurement, employment brand, strategic staffing, diversity and behavioral based interviewing.

This course also includes a comprehensive overview of the performance management process. Topics include linking performance management to strategy, goal setting, employee development, employee evaluation, giving feedback, coaching, and linking performance to total rewards.

MBA 8098: Total Rewards (4 credits)

This course provides students with an in-depth coverage of total rewards within all types of organizations. This course is designed for future and practicing human resources professionals as well as employees and managers who would like to gain a more in depth understanding of how to more effectively manage HR issues.

This course includes a comprehensive overview and analysis of compensation and reward systems and practices. Topics include compensation theory, designing a compensation system, international compensation, pay philosophies, hourly compensation, executive compensation, employee benefits, elements of compensation and motivation theory, total rewards models, equity and market factors, performance evaluation, sales compensation and relevant laws.

This course also includes a comprehensive overview of total rewards as it relates to motivation and retention linked to organizational initiatives such as succession management, workforce planning and leadership development through approaches such as action learning.

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 Guide to Graduate Programs and Student Handbook* shall apply to MBA classes.

Academic Standards

Grading

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. Incompletes must be given and amended in accordance with School of Business and Hamline University policies.

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.

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.

Academic Standing

MBA students are required to maintain an overall GPA of 3.0 to remain in good academic standing. If a student's cumulative GPA falls below 3.0, he/she will be placed on academic probation. Students whose GPAs are below 3.0 are required to meet with their academic advisors 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 3.0 may be subject to dismissal from the program.

Stylebook for Source Citation

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

Policies

Attendance

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 and lead 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 director 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 Graduate School of Education, the Graduate School of Liberal Studies, the Graduate School of Management, 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 should 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

MBA students are expected to follow the Hamline School of Business rules.

Academic Honesty Policy

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

Cohorts

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.

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 and the Dean or Associate Dean. 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. If the petition is denied, a student who leaves the cohort will be placed on inactive status and may reapply when he/she returns. A readmitted student will be charged the tuition rate in effect at the time of readmission.

Student Status

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 locked rate of tuition 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

Graduation Requirements

All candidates for the MBA degree must 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 Dean's office by the specific dates set by the Dean's office each year. Commencement is held in May each year. All students completing the degree in the corresponding academic year are invited to participate.

Appeals

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 Dean of the Hamline University School of Business.

Student Services

Financial Aid

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.

Tuition & Fees

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

Registration

Adding a Module/Course

Registration for a module or elective course must be completed by the first day of class in writing through the Student Administrative Services (SAS) office or online through Piperline.

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) and are also available from the SAS office.

Audit

Students may audit master's level elective courses on a space-available basis and with the permission of the program office. Students who audit a course will not receive academic credit for the course. Upon completion, a final grade of AU is assigned to the student's permanent record. Auditors participate in all classroom activities, projects, and assignments but do not receive evaluation for their work. MBA modules may not be audited. Contact the program office for audit registration and fee information. Students intending to audit a course must submit a registration form with needed approvals to the SAS office no later than the last day to add or drop the course. The decision to audit is irreversible.

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 waitlist 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 1, 2, 3, and 4 or the retake of individual competencies within the module. Individualized study is an option for elective courses. Individualized study requires approval of the instructor and the Associate Dean. Students may take a maximum of 4 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 1, 2, 3, and 4, 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.
- To register for Independent Study, Students must first submit an Independent Study proposal to the Hamline School of Business (HSB). The proposal must be approved by the MBA Program Director and the Dean or Associate Dean. Upon approval, the student may register for the Independent Study.
- Students pursuing Independent Study must submit an Independent Study Proposal 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. Program Directors may be consulted for advice.)
- In order to apply Independent Study credits toward a degree, the student must submit a copy of the proposal and of the final paper and/or project to the Hamline School of Business. Grades for Independent Study are submitted by the supervising faculty member to the Dean or Associate Dean of the Hamline School of Business. Upon determining that the student's file contains the required paperwork, the grade will be entered on Pipeline.

Internship

Internship information is pending at this time.

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 1, 2, 3, and 4.
- 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

All students are assigned an academic advisor after they are admitted to the program. Academic advisors are full-time faculty in the Hamline School of Business whose role is to guide students through their academic program. Students are encouraged to schedule an appointment with their academic advisor during their first term to discuss their program.

Tutoring

Writing Assistance

Graduate student writing workshops are scheduled each year by the University Center for Writing Advisory Board.

Module 2 Tutoring

Review sessions are held by faculty members to assist students with specific areas of concern in Module 2. Sessions are scheduled by the lead instructor, and all students are notified of each session.

Support Services

Blackboard

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

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

Hamline minimum computer requirements are intended to ensure that the equipment you use meets the minimum requirements to support students through their academic program. The following 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. A computer that simply meets these minimum requirements is not guaranteed to be sufficient to support a student through a full 4 year degree program.

If you are running Microsoft Windows XP or Vista you should have at least:

- CPU: 800 MHz or better AMD Duron or comparable Intel Pentium Class Processor.
- Memory: 256MB of system memory or more for XP, or 512MB or more for Vista (required for Vista).
- Hard Disk: 30 GB is the bare minimum with 30 GB being highly recommended.
- Network: Standard 10/100 Base-T Ethernet network card.
- Wireless (optional): Laptops should have a standard 802.11b Wireless card.

If you are running Macintosh OS-X you should have at least:

- CPU: G3 500 MHz PowerPC Processor.
- Memory: 256 MB of system memory (required for OS-X).
- Hard Disk: 30 GB is the bare minimum with 30 GB being highly recommended.
- Network: Standard 10/100 Base-T Ethernet network card.
- Wireless (optional): Laptops should have a standard 802.11b Wireless card.