Master of Business Administration

Student Handbook

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<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>INTRODUCTION</td>
<td>3</td>
</tr>
<tr>
<td>UNIVERSITY TARGETS AND GOALS</td>
<td>4</td>
</tr>
<tr>
<td>GENERAL UNIVERSITY INFORMATION</td>
<td>6</td>
</tr>
<tr>
<td>APPLICATION INFORMATION</td>
<td>7</td>
</tr>
<tr>
<td>ACCEPTANCE INFORMATION</td>
<td>8</td>
</tr>
<tr>
<td>TUITION and FINANCIAL AID</td>
<td>9</td>
</tr>
<tr>
<td>ACADEMIC INFORMATION AND POLICIES</td>
<td>12</td>
</tr>
<tr>
<td>GRADUATION</td>
<td>17</td>
</tr>
<tr>
<td>THE MBA IN BUSINESS PRACTICE</td>
<td>18</td>
</tr>
<tr>
<td>CORE COURSE DESCRIPTIONS</td>
<td>19</td>
</tr>
<tr>
<td>SCHOOL OF BUSINESS ADMINISTRATION AND STAFF</td>
<td>20</td>
</tr>
</tbody>
</table>
INTRODUCTION

WELCOME TO CONCORDIA UNIVERSITY’S MBA PROGRAM

We are pleased that you have selected Concordia University as the place where you will earn your masters degree. The following pages will help provide you with needed information about the program.

SCHOOL OF BUSINESS AND PROFESSIONAL STUDIES MISSION STATEMENT

The mission of Concordia University’s School of Business and Professional Studies is to assist men and women to develop in the profession of business demonstrated through Christian values, ethics, and personal integrity through project based learning.

SCHOOL OF BUSINESS AND PROFESSIONAL STUDIES VISION STATEMENT

The vision of the School of Business and Professional Studies is to be recognized as a leader in Business Education, serving the Orange County region. The School of Business and Professional Studies also aspires to be one of the top ten Christian Business Schools in the United States.

MBA PROGRAM PURPOSE STATEMENT

The MBA program aims to develop the profession of business through the engagement in business practices in real world activities. The primary outcome sought are skillful and thoughtful business practitioners through skillful and wise business leaders who add value to the community of practice.

THE DEANS ADVISORY BOARD

The Deans Advisory Board is in tact to advice, promote, and support the School of Business and Professional Studies as it develops, enhances, and enriches the quality and relevance of its educational role.
CONCORDIA UNIVERSITY’S TARGETS AND GOALS

SYSTEMATIC INQUIRY

Students will acquire and continue to use systematic skills for encountering knowledge. They will articulate a problem, structure an investigation, gather suitable resources, organize and manipulate qualitative or quantitative data, and think critically to reach appropriate conclusions.

CLEAR COMMUNICATION

Students will acquire and continue to use knowledge and skills for sharing thoughts, data and feelings through writing, speaking, selected technical media, and information management.

HEALTH AND WELL-BEING

Students will acquire and continue to use knowledge and skills which enhance their physical, economic, psychological and spiritual well-being and environment; these skills and knowledge will lay the groundwork for satisfying and responsible leisure as well as vigorous and purposeful work.

SOCIOCULTURAL RESPONSIVENESS

Students will acquire and continue to use knowledge and skills for effective, respectful and positive interaction with the variety of the world’s peoples, cultures, societies and traditions.

AESTHETIC RESPONSIVENESS

Students will acquire and continue to use knowledge and skills for perceiving the elements of human feeling, their synthesis, and their expression in artistic media. Students will shape their own affective response through selected media including writing, drama, music, and visual arts.

CHRISTIAN LITERACY AND LIFE

Students will acquire knowledge of and appreciation for Christian faith, biblical and confessional principles, God’s creation, God’s redemption, Christian witness and humanitarian service.

SERVANT LEADERSHIP

Students will acquire and continue to use knowledge and skills to perceive the needs of others, stimulate a vision for positive response, and collaborate within communities to achieve the desired result.
1. Conduct a survey of the business environment, identifying opportunities and formulating an effective and efficient means to capitalize on that opportunity creating something of value. This will be evidenced by successful case formulation and analysis in MBA 603 and MBA 696.

2. Demonstrate an understanding of financial statements and use them to make management decisions. This will be evidenced by correct usage in MBA 604 and MBA 696.

3. Assess the potential market for a specific set of products and services, and formulate a marketing plan for selling those products and services to that constituency. This will be evidenced by a competent marketing plan in MBA 605 and MBA 696.

4. Demonstrate skills in managing effective funding in business to make investment decisions that increase shareholder value. This will be evidenced by an original financial analysis in MBA 606 and MBA 696.

5. Research any aspects of business practice to produce a viable empirical basis for strategic decision-making. This will be evidenced by effective strategic research in MBA 607 and MBA 696.

6. Formulate and communicate an original business idea to the broader business public. This will be evidenced in publically tested business plans or articles in MBA 695 or MBA 696.

   1. Perform skills directly used in a specific business, specialty practice or context developed through projects.

   2. Conduct a survey of the business environment, identify opportunities and formulate an effective and efficient means to capitalize on that opportunity.

   3. Cogently reflect on the business situation from the perspective of business history to understand who has faced this type of situation before and how they addressed the situation.

   4. Assess the potential market for a specific set of products and services, and formulate a marketing plan for selling those products and services to that constituency.

   5. Develop a rapport with customers and successfully manage that sales relationship through product delivery into a long-term relationship to mutual benefit.

   6. Read a set of financial books regarding the profit and loss statements of an organization, formulate a cogent assessment of the situation and develop recommendations for increased financial health of the organization.

   7. Create a set of books for an organization and manage the accounts to track the financial records of an organization.

   8. Ethically and responsibly conduct their business practice.

10. Research any aspect of business practice to produce a solid empirical basis for decision-making.

11. Proficiently use statistical and quantitative methods toward the improvement of business practice.

12. Effectively communicate in interpersonal relationships.

13. Formulate and present effective business presentations via Power Point and other media.

14. Research and write an article suitable for publication in a periodical of business practice and present it to the business and academic community.
1. ACCREDITATION
Concordia University is accredited by the Accrediting Commission for Senior Colleges and Universities of the Western Association of Schools and Colleges, (WASC) 985 Atlantic Ave., Ste 100, Alameda, CA 94501. (510) 748-9001. Students and other interested parties may review accreditation documents by making a request to the Office of the Provost.

2. BOOKSTORE
The campus bookstore is open during the regular academic year Monday-Thursday 9am-6pm and Friday 9am-4pm they are also open on one Saturday a month. Textbooks and other various school related items may be obtained there as well. Other items such as stationery items, gift items, cards and casual clothing carrying the University emblem are also found in the bookstore. The Bookstore is located across from the CUI Arena. For more information about the bookstore please go to the Bookstore’s website - www.cuibookstore.com. You may also call the bookstore at ext. 1420.

3. FOOD SERVICES
Concordia University has contracted Bon Appetite for food services on campus. Bon Appetite provides an excellent dining service program for students, employees and guests. The Eagle Rock Grill is open Monday through Thursday 8:00 am - 8:00 pm and Friday 8:00 am 5:00 pm during the fall and spring semesters. Summer hours vary. The Grimm Student Union (main dining hall) features a variety of from scratch entrees including a salad bar and made-to-order choices. Services in the café also include a New York style deli, full beverage bar and desserts ranging from fresh fruit to frozen yogurt. Students can choose to put money (Flex Dollars) on their student ID card (which can be done through Student Accounts) or pay cash for their meals at both places. For pricing and menu selections please visit the Food Services page on the CU website. The hours for the Student union are as follows:

Monday through Friday
7:00am - 9:30am Breakfast
11:00am - 1:30pm Lunch
5:00pm - 7:00pm Dinner
Saturday and Sunday
10:30am - 1:30pm Brunch
5:00pm - 6:30pm Dinner

Limited food service and beverages are available at Emendare, a coffee shop featuring Starbucks coffee. While open throughout the day, Emendare is located close to Grimm Hall and is often the choice for evening refreshments before or during evening MBA classes. It closes at 8pm each evening.

4. HEALTH SERVICES
Good physical health is essential for satisfactory academic achievement. Concordia requires all students to complete a health history form. Forms are available in the Wellness Center (first floor Student Union). Graduate students may use the services of the Wellness Center on a fee for service basis. For more information on the wellness center, please visit the Wellness Center page on the CUI website.

5. LIBRARY AND LEARNING RESOURCES
The Library is located next to the main parking lot. Resources include Academic Search Premier, Business Source Elite, Lexis-Nexis Business, Newspaper Source, Regional Business News and the CUI Library’s online catalog. Databases are accessible from any network port on campus or they are also available to registered
students from off campus through a proxy server. Students must have a password to use these databases off campus. Passwords are available from the Charging Desk at the library. Passwords cannot be given over the phone or on email. Please visit the Library website - lib.cui.edu -for more information on what the library offers. 

**An introduction to library research in business is conducted the core course, MBA 503: Management.**

**Students must have a current student I.D. in order to check out library materials.** *(Students may obtain their I.D. cards during registration hours of the fall semester. At other times the I.D. cards can be obtained at the Security Office during their regular hours 8:00am-4:30pm.)*

**6. PARKING FACILITIES**

The main parking lot is located on the west side of the campus close to the Library Arts Building. This lot has adequate parking for students. Parking permits are required to park on campus; permits may be obtained from the Security Office on the first floor of the Administration Building (Suite 120). For more information please visit the Safety and Security page on the CUI website or call ext. 1101.

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**APPLICATION INFORMATION**

**A student must be admitted to study for the Masters of Business Administration prior to registering for any MBA core courses.** To be considered for admission a **domestic** student must:

- **A.** Hold a bachelor’s degree from a regionally accredited college or university.
- **B.** Submit an Application for Admission to the graduate enrollment office. **There is a non-refundable application fee of $50.00.**
- **C.** *Provide all relevant official transcripts for Admission’s review.*
- **D.** Submit a one page typewritten essay **(statement of intent)** on why the applicant is pursuing an MBA.
- **E.** Submit a current resume or **curriculum vita.**
- **F.** Submit two current letters of recommendations. References should comment on academic proficiency, personal character, **as well as** competence and effectiveness in professional work.
- **G.** Be currently employed, preferably with a project orientation so you can apply courses to your current work projects.
- **H.**  Meet with the Dean of the School of Business and Professional Studies and the MBA Program Director.

**The Fine Print:**

* *(Transcripts must be received in an official SEALED envelope.)*

**International Application Requirements**

- **A.** Hold a bachelor’s degree from a regionally accredited college or university/ or international equivalent (see B).
If the degree granting institution is from a non-U.S. institution, applicant must provide an official, detailed transcript evaluation from an approved international credential evaluation service that shows the equivalent of a regionally accredited U.S. degree.

B. "Provide all relevant official transcripts for Admission's review. If the degree granted is from a non-U.S. institution, applicant must provide an official, detailed transcript evaluation from an approved international credential evaluation service that shows the equivalent of a regionally accredited U.S. degree.

C. International applicants whose first language is other than English must submit a passing TOEFL score. TOEFL scores must meet the minimum university requirement. In order to waive the TOEFL with an ESL program, Concordia must receive a letter directly from the ESL organization confirming completion. The TOEFL may also be waived for students who have been at a U.S. University or College for two or more years; however, English proficiency will be subject to final approval by the Dean of the School of Business and/or the MBA Program Director during the pre-admission interview.

A. Affidavit of financial support (minimum of $38,800 USD)

D. Submit an Application for Admission to the graduate enrollment office. There is a non-refundable application fee $125.00

E. Submit a one page typewritten essay (statement of intent) on why candidate is pursuing an MBA.

G. Submit a current resume or curriculum vita.

H. Submit two current letters of recommendations. References should comment on academic proficiency, personal character, as well as competence and effectiveness in professional work.

I. Be currently employed, preferably with a project orientation so you can apply courses to your current work projects.

J. Meet with the Dean of the School of Business and Professional Studies and the MBA Program Director.

The Fine Print: *(Transcripts must be received in an official SEALED envelope.)*

For more information, please contact the MBA Admissions Graduate Enrollment office at 949-854-8002 ext. 1133214-3032.

**ACCEPTANCE INFORMATION**

A candidate is expected to provide evidence of their ability to achieve success in a graduate business program. Areas of measurement include, but are not limited to:

A. Success as an undergraduate student demonstrated by continuous improvement in his or her academic performance. A cumulative GPA of 2.75 or better (4.0 scale) in all previous college work meets this requirement. Since a high undergraduate GPA is not a necessary indicator of business success, Concordia considers all applicants.
academic accomplishments on an individual basis. Applicants with less than a 2.75 GPA are required to submit a petition letter.

B. Success as a member of the business community demonstrated by continuous growth in job title and responsibility, and/or current employment in a project based position.

C. Success as a responsible and contributing member of society.

D. Success as demonstrated by moral and ethical leadership.

**PROVISIONAL ACCEPTANCE**

A candidate may be granted Provisional Acceptance into the MBA program in three cases:

A. **Applicant’s GPA is lower than 2.75.** Candidate must complete a semester with a GPA of 3.0 or greater to be granted full acceptance. Upon successfully (GPA of 3.0 or more) completing the first semester, student must notify the MBA academic advisor and the graduate financial aid office to ensure continued federal student loan eligibility and timely release of financial aid funds.

B. If applicant is not currently employed, meaningful work must be obtained within the first semester.

C. Unofficial transcript pending receipt of official transcript. The official transcript must be received by MBA Admissions before the end of the semester in which the student enrolls in classes.

B. Please be aware that provisional acceptance will not convert to full acceptance status unless and until the terms for awarding full or standard admission have been met.

Upon acceptance into the program, a student will:

Meet with their MBA program advisor to plan their program curriculum for classes and pre-enroll in courses.
TUITION and FINANCIAL AID

Obtaining a quality education today represents not only an investment of time and energy, but a growing financial commitment as well. Concordia University participates in programs of financial aid to university students. Federal student loans are available to eligible post baccalaureate students. Financial Aid is distributed according to University policies, and counselors will assist students in the completion of the appropriate forms. Forms are available in the Financial Aid Office online at www.cui.edu.

TUITION and FEES

A. Application Fee is a one-time, non-refundable payment of $50. The application fee for international students is $125.50. Generally, there are no further application fees required. The application fee is due with the application for admission to the program. Payment may be made by cash, check or credit card.

B. Tuition Rate for 2007-2008 Academic Year = $694.75 per unit.

C. The 2011-2012 rate includes Summer 2011, Fall 2011, Spring 2012.

D. Tuition rates are subject to annual review and revision.

E. Your vehicle must be registered with University Security located in the Administration Building suite 120. Parking fees are included in tuition.

PAYMENT POLICIES and PROCEDURES

Full payment of tuition and fees is due prior to the start date of each semester. Total payment is due if your FAFSA has not been filed. A payment of 25% is due if we have received your FAFSA, but your financial aid package has not been completed. If you have not completed the FASFA, 25% is due and you must enroll in the payment plan. Payment may be made by cash, credit card or check. (All credit card transactions will be assessed a fee).

Payments made by your employer or other sponsor:

If your tuition is being paid by your employer or an outside agency that requires University billing, please provide documentation indicating address and authorized amount to be billed and return this documentation with the remittance portion of your bill before the beginning of the semester. In addition, you must complete and mail a Tuition Assistance Form (please contact the Student Accounts Office to request form). If your sponsor is not paying all of your charges, you are responsible for payment of the difference by the beginning of the semester. If payment is not received for your share of the charges, a financial hold and a late penalty will be assessed.
REFUND POLICY

Refunds prior to beginning of courses: Enrolled students may cancel enrollment and receive a refund of all monies paid (with the exception of the application fee) prior to the first day of classes for the semester in which they are enrolled.

Refunds after classes begin: Students who formally withdraw from school after classes begin may apply in the Student Account Office for tuition refunds. Concordia University’s refund policy is determined by a weekly percentage until the 60 percent or greater in the semester is reached. The student is responsible for paying any outstanding charges to the university.

Return of Title IV Federal Financial Aid Policy effective fall 2000 semester. This policy is in effect as a result of the Higher Education Amendments of 1998 (HEA 98). The Federal Title IV programs covered under this policy include Federal Pell Grant, Federal SEOG, Federal Stafford Loan and Federal PLUS Parent Loan. A student withdrawing from Concordia University during a semester must file an Official Withdrawal Form with the Registrar’s Office located in the North Grimm Hall Building- First Floor. If a student is not able to visit the office, he/she may contact a staff person in the respective office regarding the withdrawal date. The student’s official withdrawal date will be determined by the university as: 1) the date the student began the university’s withdrawal process; 2) the midpoint of the semester if the student withdraws without formally notifying the university; or 3) the student’s last date of attendance at an academically related activity as documented by the university.

If the student begins the withdrawal process and then later decides to continue attendance at Concordia University, the student must indicate this in writing to the Registrar’s Office and indicate that his/her intention is to complete the semester.

If a student withdraws during a semester, the portion of the federal grant and loan a student is entitled to receive is calculated on a percentage basis by comparing the total number of days in the semester to the number of days that the student completed before he/she withdrew. If the percentage earned is 60 percent or greater, the student is considered to have earned 100 percent of eligibility. This policy does not affect the student’s charges. The university’s withdrawal policy will be used to determine the reduction, if any, in the student’s tuition, student service fee, room and board charges. If it is determined that a portion of the financial aid received on the student’s behalf is unearned, the university shares with the student the responsibility of returning those funds. Any grant and loan that a student is required to return to the federal programs are considered overpayment.

The student must either repay the amount in full or make satisfactory payment arrangements with the Department of Education to repay the amount. If the student fails to repay or make payment arrangements to repay an overpayment, the student will lose his/her eligibility to receive future federal financial aid at any institution.
Post baccalaureate students are eligible to apply for federally guaranteed student loans under the Federal Family Education Loan Program (FFELP). The FFELP includes the Federal Subsidized Stafford Loan and the Federal Unsubsidized Stafford Loan. You become responsible to repay on a Federal Stafford Loan six months after you graduate, drop below half-time status or withdraw from school. The six months is called a grace period. For the Unsubsidized Federal Stafford Loan, the borrower is responsible for interest that accrues during the in school, grace and deferment periods.

A Graduate PLUS Loan is also available to graduate students after exceeding their Stafford Loan eligibility. There is no grace period for the PLUS loans; repayment begins immediately after the loan is fully disbursed. The Graduate PLUS Loan also has a six month grace period that the student can request upon application. Students must apply for the Graduate PLUS Loan at www.studentloans.gov.

FINANCIAL AID PROCESS/ELIGIBILITY

A. Pick up financial aid paperwork from the Graduate Enrollment Office or the Financial Aid Office.

B.A. Obtain a PIN at www.pin.ed.gov. Supply your name (as it appears on your Social Security card), Social Security number, date of birth and either an e-mail or street address where you want the PIN sent. The PIN becomes your electronic signature.

C.B. After receiving the PIN, complete the Free Application for Federal Student Aid (FAFSA) online at www.fafsa.ed.gov. Concordia University’s code is 013885.

D.C. Complete the post-baccalaureate baccalaureate financial aid application (found at www.cui.edu) and submit it to the Financial Aid Office. If you have attended prior institutions, please list them at the bottom of the front page. Please complete all sections. If you have questions about the number of units you will take please contact your academic advisor.

D. Once you have been awarded financial aid, you will get an award notification in your Eagles’ email account and will need to submit a decision on your award offer through your Banner Web account. New students will also need to go through loan entrance counseling and submit a master promissory note at www.studentloans.gov.

The federal processor randomly selects one-third of all FAFSA submitted for a process called verification. If you are selected, you will need to provide the following documents:

A. A signed copy of your/your spouses IRS 1040, 1040A or 1040EZ to the Financial Aid Office. Please be sure to include all pages you submit to the IRS, including copies of your W-2 forms. If you do not file with the IRS, you must indicate so on the Verification Worksheet.

B. A verification worksheet.

Once these steps have been completed and you are registered for classes, the Financial Aid Office will review your information and determine your eligibility for financial aid for the academic year you are enrolled. This will include reviewing the resources you have available to pay for your education and the educational costs that you will incur while attending Concordia University. Students must maintain at least half-time status to be eligible to receive financial aid.
Half-time graduate status is defined as: a minimum of 3 units per semester

Full-time graduate status is defined as: 6 units or more per semester

ACADEMIC INFORMATION AND POLICIES

For full detailed information on university policies students are encouraged to become familiar with the information and handbooks available on the website www.cui.edu.

1. ACADEMIC RIGHTS AND FREEDOM
Students who function in a college environment are encouraged to exercise freedom of expression, but must also understand that such freedom is not public license to act in an inappropriate manner. Every student has the right to express a personal opinion as long as it does not infringe on the rights of others or disrupt community or university functions.

Concordia University believes that the professor in the classroom should encourage free discussion, inquiry and expression. The beliefs or opinions held by a student should not influence his/her grade in the course.

Students are free to take reasoned exception to the data or views offered in any course of study and to reserve judgment about matters of opinion, but they are responsible for maintaining standards of academic performance established for each course in which they are enrolled.

Any appeal shall be initiated within thirty days after the issuance of the grade. All appeals must be completed by the end of the same semester in which the appeal was made.

2. ACADEMIC HONESTY & INTEGRITY
Academic work is evaluated on the assumption that the work presented is the student’s own, unless designated otherwise. Anything less is unacceptable and is considered academically dishonest. Plagiarism, cheating, fabrication, and facilitating academic dishonesty infractions are taken very seriously and are cause for disciplinary action.

3. ACADEMIC ADVISING
Planning for the MBA program is in consultation with the student’s MBA program advisor. This ensures that the candidate is aware of the current program requirements and has scheduled their program to meet these requirements. Once accepted, the student will be assigned a member of our teaching faculty to serve as their program advisor and a meeting will be set up to establish a course plan.

Concordia University is not responsible for decisions candidates implement without consultation and approval.
COURSE SUBSTITUTION

Any substitutions of courses must be approved by the MBA Program Director or his designee. Courses eligible for transfer must be graduate level courses from a regionally accredited institution which are a "B" or higher.

4. MASTER OF BUSINESS ADMINISTRATION DEGREE
A student has six years to complete all requirements for the Masters of Business Administration degree.

5. CLASS ATTENDANCE
Attendance at all regularly scheduled classes is expected. Excessive absences may result in the student failing the course, and the course would need to be repeated. Extenuating circumstances will be considered at the discretion of the Dean of the School of Business and Professional Studies. Failure to attend classes does not constitute withdrawal.

6. REGISTRATION
Students are encouraged to meet with the MBA advisor to register for their first semester courses. Once students have met with their advisor, first semester registration needs to be completed in person in the Registrar’s Office or through the MBA advisor. Subsequent registration will take place online at www.cui.edu. Under the My CUI menu follow the Banner Web link.

7. ADD/DROP PROCEDURE
After the registration period has closed, it is the student’s responsibility to contact the registrar’s office to make course changes. Changes need to be made on the official Add/Drop form available in the Registrars Office and The School of Business Office. All forms must be signed by the student and require the approval and signature of the School of Business Dean or his designee. The student needs to take the form to the registrar’s office to complete the process.

Courses may be added during the first week of the semester using the Add/Drop form referenced above. A half-term (7 week) course may be added or dropped only during the first week of the course.

A full-term course may be dropped during the first two weeks of the semester without receiving a W on your academic record. Courses dropped the second-third week through the eleventh week of the semester will be recorded on your academic record as a withdrawal W. Courses dropped after week 11 through the last week of classes will receive a grade of Withdrawal-Fail WF and an administrative fee is assessed by the Registrar at the time of changes. A course may not be dropped during finals week.

A half-term (7 week) course may be dropped during the first week of the semester without receiving a W on your academic record. Courses dropped the second through the fifth week of the semester will be recorded on your academic record as a withdrawal W. The same format applies to the second half-term classes. A student can drop a course in the first week of the course without receiving a W and courses dropped the second through the fifth week will be recorded as a W. Courses dropped after week 5 through the last week of classes may be assigned a grade if the instructor so determines and an administrative fee is assessed by the Registrar at the time of changes. A course may not be dropped during finals week.

Please pay close attention to the add/drop dates; they will be strictly enforced. You must formally withdraw from a course; non-attendance does not constitute a withdrawal. If a course is not dropped using the above procedures, the instructor will assign an A/B/C/D/F grade.
A student will not receive a full refund for any courses dropped after the first week of classes for the semester in which they are enrolled. See Refund Policy (page 11). Full refunds will not be given, even if the student has not attended class.

Failure to follow the official procedures outlined above will result in credit not being granted for a course not officially added or the assigning of the grade of F for courses not officially dropped.

8. GENERAL APPEALS POLICY FOR GRADES/ACADEMIC DISPUTES
For all issues other than admission, the following summarizes procedures for appeals: Students with grievances must address those grievances with the person or office directly involved. If the student does not feel the issue is satisfactorily resolved, he/she may file a formal written appeal with the Dean of the School of Business and Professional Studies. The appeal should contain a rationale as to why the decision in question should be reconsidered. The Dean will render a decision within seven days or call for an appeal committee. A student may appeal a Dean’s decision and request a formal appeal hearing.

9. INACTIVE STATUS
A student who has not enrolled in a course for one year will be considered an Inactive Student. Inactive students shall be removed from the business program if no progress is made toward a degree for two consecutive calendar years. An inactive student wishing to return to his/her program must re-apply for admission. Re-admission is not guaranteed. Students returning from inactive status may be required to take additional course work or repeat course work if the content of the new course(s) are deemed critical to the student or if university degree requirements are impacted.

10. MAINTAINING GOOD STANDING
A student must maintain a 3.0 to remain in good standing while studying for the MBA. If a student drops below a 3.0, the student has one semester on probation. By the end of that semester, the student must have brought the GPA back to the acceptable 3.0 cumulative or the student will be dismissed from the program.

11. PROBATIONARY STATUS
A student is on probationary status if he/she has been fully admitted to the program and does not maintain the appropriate course GPA. A student may also be placed on probation if he/she receives a D or an F in any course. Other reasons a student may be placed on probation include issues relating to moral or ethical character, behavior unbefitting of a student, or other conditions or combination of conditions that cause reason to question the student’s compatibility in the program.

A student must resolve any issues leading to the probationary status by the last day of the following semester. If this is not possible, i.e. the course needing to be repeated is not offered, the Dean may determine an appropriate time-line. If the probationary status is not remedied the student will be dropped from the program.

12. ACADEMIC DISMISSAL
The first step in academic dismissal is placing a student on probationary status. Students who do not remedy academic difficulties and return to good standing within one semester will be dismissed from the program.

13. REPETITION OF COURSES
An MBA course may be repeated only one time in order to improve the GPA necessary for continued enrollment in the program. Courses must be repeated at Concordia. No more than two
courses may be repeated. When a course is repeated, the higher grade takes precedence and is averaged into the GPA. The lower grade is still indicated on the transcript but is not averaged into the GPA. (For instance, if a student earned an F the first time he/she took a course, but earned a B upon retaking the course, his/her transcript would indicate both times the student took the course along with the respective grades. The B grade would be averaged into the GPA, because it is the higher of the two. The F grade would no longer be averaged into the GPA; however, the transcript would still indicate that the student received an F the first time he/she took the course).

14. REASONABLE ACCOMMODATIONS
Concordia University, in compliance with Section 504 of the Rehabilitation Act and the Americans with Disabilities Act, is committed to providing reasonable accommodations for qualified students with disabilities so that they can participate in the University’s educational programs and activities.

It is the student’s responsibility to make his/her needs known in a timely manner by providing the University with proper verification and documentation of the disability. Guidelines for proper verification can be obtained from the Learning Services office Ext 1486. As procedures for documentation and accommodation review take time, the student is encouraged to request accommodations prior to the beginning of each semester. After the third week of a semester, Concordia University cannot guarantee that services will be facilitated. Requests for reasonable accommodations are facilitated through the Learning Services office on campus. For more information, please call Learning Services Office, ext. 1486 or go to the Learning Services page on the CU website.

15. TRANSCRIPTS
Students may obtain an official transcript of their academic record by filing a request at the Office of the Registrar. A fee is charged for transcripts and must be paid in advance. Ten working days should be allowed for processing and mailing of the transcript. Transcripts will not be released until all fees have been paid. Transcripts from other schools become the property of the University and will not be released or copied. Concordia University students transitioning from BA status to post baccalaureate or graduate status will not need to order a Concordia transcript but may need to order transcripts from other institutions attended. For more information, please contact the office of the registrar at ext. 1250.

16. ELECTRONIC GRADES
Grades are entered electronically into the banner web system. Please allow 3-5 business days for the system to be updated once the instructor has recorded the semester grades. Grades can be found on the CU website under My CUI > Banner Web. There you will enter your banner ID and your password. On the main menu click student services, then student records and finally view grades. If you have questions or difficulties please consult the registrar’s office. They can be contacted at ext. 1250. Students can also access an unofficial transcript from Banner Web.

17. TRANSFERRING IN GRADUATE COURSES
A maximum of 12.6 graduate credit units may be transferred into Concordia’s MBA Program. These courses must be approved by the Dean, MBA Director and must closely match course descriptions in Concordia’s program.

Students may, under special circumstances, seek the option of transferring more than 12.6 units toward Concordia’s 40 unit MBA. Please set up an appointment with the Dean to discuss those special circumstances. Under no circumstances will more than 16 units be accepted as transfer work (i.e. one course less than half of the total degree units).

All requests must be made in writing and each course in question must be accompanied by the originating school’s official course syllabus.

18. GRADING SYSTEM
The grade point average (GPA) at Concordia University is computed on a 4-point scale and
determined on the basis of the scale below. Specific grading requirements for each course will
vary greatly, and the letter grades cannot be defined here other than in a general manner. Only
grades of C or better may be applied for fulfillment of MBA requirements.

The following grade points are applied by the Registrar to the Grade Point Average for
each Final Grade given by the Professor.

<table>
<thead>
<tr>
<th>Grade</th>
<th>Grade Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>4.0</td>
</tr>
<tr>
<td>A-</td>
<td>3.7</td>
</tr>
<tr>
<td>B+</td>
<td>3.3</td>
</tr>
<tr>
<td>B</td>
<td>3.0</td>
</tr>
<tr>
<td>B-</td>
<td>2.7</td>
</tr>
<tr>
<td>C+</td>
<td>2.3</td>
</tr>
<tr>
<td>C</td>
<td>2.0</td>
</tr>
<tr>
<td>C-</td>
<td>1.7</td>
</tr>
<tr>
<td>D+</td>
<td>1.3</td>
</tr>
<tr>
<td>D</td>
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</tr>
<tr>
<td>D-</td>
<td>0.7</td>
</tr>
<tr>
<td>F</td>
<td>0.0</td>
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</table>

The following are codes you might see on your transcript with their definitions

**AUD (Audit)** Assigned for classes attended for no credit and for the purpose of gaining
Information without the requirements of tests and papers through the permission of the Dean
or his designee.

**I (Incomplete)** Assigned when a student, with the consent of the instructor, postpones the
submission of certain work because of extenuating circumstances.

Incompletes must be removed within 7 weeks from the beginning of the next semester,
including summer sessions, unless an extension is granted by the instructor with an approval
from the Dean. Incompletes incurred during summer sessions must be removed within seven
weeks from the beginning of the fall semester with the same stipulation. Failure to remove an
incomplete will result in the automatic change to the alternate grade given at the same time
as the incomplete.

**W (Withdrawal)** Assigned when a student officially withdraws from a full-term class after the
census date through the eleventh week. Students in half-term (7 – 8 wks) classes may
officially withdraw from the second week through the fifth week.

**WF (Withdraw F)** Assigned when a student officially withdraws from a full-term class after
week 11 through the last week of instruction. A student who officially withdraws from a half-
term (7 – 8 wks) class after week five through the last week of instruction may be assigned a
grade if the instructor so determines.
It is the student’s responsibility to bring any error in grades to the attention of the instructor within one semester following the issued grade. Grade changes are made only because of computation or recording errors and must be corrected no later than the last day of classes of the next full semester. Submission of extra work after a semester is completed will be permitted only when a grade of Incomplete was assigned.

E (Extension) Assigned when an educational experience (e.g., Business Plan) is extended beyond a single grading period. An extension grade will be assigned by the Dean at the end of regular grading period. Students receiving an extension grade are required to re-register for the course using the extension section of the course. Students must complete the experience with no more than two extensions. Those that have received two extensions and fail to complete the experience after the end of the second extension will receive a non-passing grade and are required to re-enroll for the experience.

GRADUATION

All MBA students are encouraged to celebrate the completion of their program by participating in the annual Graduation Ceremony. Students must have completed their program in its entirety by graduation. This means that all courses, including the Business Plan or Capstone Project, must be completed.

Concordia University holds only one commencement ceremony each year in May for undergrads and graduate students combined. Students who complete the MBA program in August or December are invited to participate in the May commencement of the following year.

GRADUATION POLICIES

An application for graduation must be completed even if you do not plan to participate in the ceremonies. Graduation applications can be found on the CUI website under Registrar’s Forms.

Graduation applications are due in the Registrars office according to the following schedule:

- December Graduation applications are due September 30, 2011.
- May Graduation applications are due November 30, 2011.
- Summer Graduation applications are due May 9, 2012.

* The website is www.cui.edu. You may also call the Registrars Office at ext. 1250.949-214-3080.
THE MBA IN BUSINESS PRACTICE

PROGRAM CONTENT

The MBA provides the student with business skills and concepts in the areas of management, accounting, management, marketing, finance, and business strategic research.

Tracks available in Entrepreneurship and Business Practice

The current curriculum in Entrepreneurship will continue to be offered. The track in Entrepreneurship requires a business plan, while the track in Business Practice requires a portfolio of accomplishments. Through an extensive list of elective courses, students can learn a wide variety of special areas such as social entrepreneurship, real estate, project management, sales, or other areas as elective courses are available.

Normal length of program 24 months

DEGREE REQUIREMENTS………………………….. = 40 units at 600 Level

CORE CURRICULUM

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>MBA 603</td>
<td>Innovative Management &amp; Leadership</td>
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</tr>
<tr>
<td>MBA 604</td>
<td>Accounting for Business Process</td>
<td>4</td>
</tr>
<tr>
<td>MBA 605</td>
<td>Marketing Programs, Products and Services</td>
<td>4</td>
</tr>
<tr>
<td>MBA 606</td>
<td>Financing Ventures</td>
<td>4</td>
</tr>
<tr>
<td>MBA 607</td>
<td>Strategic Researching Business Decisions</td>
<td>4</td>
</tr>
<tr>
<td>MBA 6951 &amp; 6952</td>
<td>Capstone Project Business Plan 1 and 2</td>
<td>46</td>
</tr>
<tr>
<td>MBA 6965</td>
<td>Business Practice Capstone Business Plan</td>
<td>4</td>
</tr>
</tbody>
</table>

**ELECTIVES:** The remaining 14-16 credit hours will be offered in a variety of courses with 2 credits each. Courses will be based on the skills and availability of the practitioner-professors and the interest and needed skills of the students. This allows a relatively full complement of courses to be continuously offered. Thus, a ‘clinical or’ ‘practitioner’ professor might have one student or a class of 20 at a given time. The delivery mode would fit the number of students, the nature of the course, and academic style of the professor. This aspect of the program requires attention to the development of practitioner-professors and their courses, as well as anticipating and coordinating their availability. For a listing of current MBA elective course descriptions go to the MBA page on the CU website, www.cui.edu/mba.
Core Course Descriptions

**MBA 603 Innovative Management & Leadership Management**

This course develops a perpetual process of integrating management principles, techniques and unique skills to recognize opportunities and capitalize on business opportunities to create something of value.

**MBA 604 Accounting for Business Process**

Accounting is the primary channel for communicating the economics of any business. This course provides an understanding of how accounting contributes to project ventures a business enterprise.

**MBA 605 Marketing: Programs, Products and Services**

The success of any new product, service or idea rests with successful marketing. Knowledge, theory and experience are taught in this creative course.

**MBA 606 Financing Ventures**

Financial organization and stability are keystones to business success. Financial management in the rapidly changing firm is explored in detail.

**MBA 607 Researching Strategic Research: Business Decisions**

Critical appraisal in marketing, sales, production, resource allocation, research and development are vital for the on-going successful organization. This course provides the tools for acquiring, interpreting, and using information for strategic decision making.

Depending on the Emphasis, one of the following will complete the core coursework:

**MBA 691 & 692 Business Plan/Field Study**

A comprehensive analysis of either change or advancement in an existing environment or the design of implementation of an entirely new venture. Chaired by senior faculty with business advisors.

**OR**

**MBA 695 Business Practice: Capstone Project Collection**

The capstone course will complete the curriculum through the creation of:

1. A professional website containing: your statement of your profession, a functional resume, and an electronic portfolio of project accomplishments.
2. A publishable paper and video presentation.
3. A presentation of that project/paper to an assembly of their peers and the business and academic community.

**MBA 696 Capstone Business Plan**
A comprehensive analysis of either change or advancement in an existing environment or the design of implementation of an entirely new venture. Chaired by senior faculty with business advisors.
<table>
<thead>
<tr>
<th>Name</th>
<th>Title/Position</th>
<th>Email/Phone</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dr. Timothy Peters, Ed.D.</td>
<td>Dean, School of Business and Professional Studies</td>
<td><a href="mailto:tim.peters@cui.edu">tim.peters@cui.edu</a></td>
</tr>
<tr>
<td>Dr. Bruce Hanson</td>
<td>MBA Program Director</td>
<td><a href="mailto:bruce.hanson@cui.edu">bruce.hanson@cui.edu</a></td>
</tr>
<tr>
<td>Tom Busby, Drew Wolf</td>
<td>Professor of Business/Academic Advisor</td>
<td><a href="mailto:tom.busby@cui.edu">tom.busby@cui.edu</a></td>
</tr>
<tr>
<td>Sherry Powers</td>
<td>Assistant Director of Admissions - MBA</td>
<td><a href="mailto:sherry.powers@cui.edu">sherry.powers@cui.edu</a></td>
</tr>
<tr>
<td>Kim Violette, Debbie Harrison</td>
<td>Administrative Assistant to the Dean</td>
<td><a href="mailto:kim.violette@cui.edu">kim.violette@cui.edu</a></td>
</tr>
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</table>

### Departments on Campus

<table>
<thead>
<tr>
<th>Department</th>
<th>Ext.</th>
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</thead>
<tbody>
<tr>
<td>MBA Office</td>
<td>1710</td>
</tr>
<tr>
<td>Admissions/Enrollment</td>
<td>1133</td>
</tr>
<tr>
<td>Registrar’s Office</td>
<td>1250</td>
</tr>
<tr>
<td>Financial Aid</td>
<td>1121</td>
</tr>
<tr>
<td>Student Accounts</td>
<td>1134</td>
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<tr>
<td>Library</td>
<td>1505</td>
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<tr>
<td>Safety and Security</td>
<td>1101</td>
</tr>
</tbody>
</table>

**Telephone (949) 854-8002**

Fax (949) 854-6864
Questions about the MBA program should be directed to:

Dr. Bruce Hanson, MBA Program Director
Grimm Hall North 225
Concordia University
1530 Concordia West; Irvine, CA 92612
(949) 214-3388 Ext. 1703

Or

Robert Marquez, Sherry Powers, Graduate Enrollment Assistant Director of Admissions - MBA
Grimm Hall North First Second Floor
Concordia University
1530 Concordia West; Irvine, CA. 92612
(949) 854-8002 Ext. 1133214-3032

Toll Free 1-800-229-1200