

UNIVERSITY OF WEST FLORIDA

Master of Business Administration

MBA Handbook

UWF MBA Handbook

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MASTER IN BUSINESS ADMINISTRATION

Mission Statement

To provide a high-quality, student-oriented, graduate business education.

The UWF MBA is designed for the time-constrained working professional, with a comprehensive integrated curriculum geared toward current business practices.

Student Learning Outcomes

Graduate students in Business Administration should become critical thinkers, effective communicators, ethical decision makers, effective project managers, and skilled business analysts. As such they will be able to do the following:

Critical Thinker

- Analyze key elements of a complex business problem/opportunity and present a defensible recommendation

Effective Communicator

- Develop an effective written presentation of a business issue
- Deliver an effective original oral presentation of a business issue

Ethical Decision Maker

- Identify an ethical issue embedded in a case study, evaluate alternative courses of action, and defend a selected course of action
- Identify, discuss, and develop conclusions regarding current ethical issues facing an industry and companies within that industry

Effective Project Managers

- Develop personal motivation statements and contracts for effective team participation
- Contribute to effective team performance in resolving a complex business issue
- Plan a research study related to a given industry, collect relevant data, and timely submit a report of findings and recommendations

Skilled Business Analyst

- Develop an in-depth case study of Information Systems/Information Technology in an organization including analysis of strengths, weaknesses, benefits, and strategic alignment
- Complete an in-depth analysis of an industry across functional areas of business including

- an economic analysis of the cost structure and profitability of a selected industry
- a financial analysis of publicly traded firms in a selected industry including ratio and common size analysis
- a comprehensive market analysis
- an operations management analysis

Assessment of Student Learning Outcomes

A variety of assessment procedures are used in the program including observation, individual and group presentations, problems-based examinations, essay-based examinations, objective-based examinations, case analyses, research papers, and professional portfolios.

Professional Position Opportunities for Master of Business Administration Graduates

Positions for which the Master of Business is a qualification or leads to professional include

- Sales Manager
- Plant Manager
- Entrepreneur/Small Business Owner
- Purchasing Agent
- Transportation Officer
- Bank Officer
- Financial Analyst
- Project Manager
- Marketing Research Analyst/Manager
- Operations Analyst
- Corporate/Business Segment Planner
- Information Officer
- Retail Manager
- Accounting/Financial Manager
- Business Consultant
- Training Manager
- Public Relations Specialist
- Business Executive (e.g., Executive Vice-President, Assistant/Associate Vice President, President, Chief Executive Officer, Chief Financial Officer, Chief

Find Out More about the Masters of Business Administration at UWF: <http://uwf.edu/mba/>

MBA General Program Information

The MBA degree program develops the skills of management, the tools of problem solving, the capacity for decision-making, and the knowledge of formal organizations and their economic development. The program prepares graduates for leadership positions in a variety of managerial and organizational settings. Admission to the MBA program does not require an undergraduate business degree. However, prerequisite business proficiencies are required and, if needed, can be completed quickly through accelerated foundations. Approximately one-third of the students in the program enter with no prior business course work.

The program of study leading to the MBA degree is a 30 semester-hour core program designed to provide both a general view of business and a specialized focus. Each student customizes his or her program by preparing a portfolio of five projects focused on an industry of their choice. The projects are part of the regular course requirements in five of the MBA courses. Two 1.5 hour seminars are also included at the beginning of the program to help students in the research and writing required in their course work.

College of Business Mission

The mission of the College of Business is to provide a high quality, student-oriented, educational experience to baccalaureate and master's degree business students primarily from the northwest Florida region. With a focused priority on teaching excellence, supported by scholarship and service, the College of Business prepares students for successful careers in business and society and, in doing so, advances the educational and economic development of northwest Florida.

AACSB Accreditation

AACSB International accreditation represents the highest standard of achievement for business schools worldwide. Institutions that earn accreditation confirm their commitment to quality and continuous improvement through a rigorous and comprehensive peer review. AACSB accreditation is the hallmark of excellence in management education. Only 15% of business schools worldwide are accredited by AACSB.

Academic Misconduct Code

Violations by a student of any of the following actions that constitutes an offense will result in disciplinary action. Fraudulent or deceptive action involving academic matters includes:

1. Cheating: The unauthorized giving or taking of any information or material on academic work considered in the determination of a grade.
2. Plagiarism: The act of representing the ideas, words, creations or work of another as one's own.
3. Bribery: The offering, giving, receiving or soliciting of anything of value to influence a grade.
4. Conspiracy: Planning with others to commit any form of academic misconduct.
5. Misrepresentation: Any action or omission with intent to deceive a teacher so as to affect a grade.

This policy is available on the University of West Florida web sites at:
uwf.edu/president/policies/ or uwf.edu/Judicial Affairs/.

Academic Standing

GOOD ACADEMIC STANDING

Students are considered to be in good academic standing if they are currently enrolled and eligible to reenroll at UWF.

Graduate students may be placed on probation by the academic department at the completion of the semester during which the cumulative GPA falls below 3.0. A grade of "S" (satisfactory) is not considered in the evaluation of academic standing. Written notification will be mailed by the department to the student.

Graduate students on probation are required to attain a cumulative GPA of 3.0 upon attempting or completing additional hours of graduate work as determined by the MBA Director. Students not achieving this requirement may be suspended from the program. The MBA program has the prerogative to continue a student on probation as determined by the student's individual circumstances.

With the approval of the MBA Director, a student on probation in the MBA program may apply for admission to another graduate program provided requirements for admission to that program are met. Applications must be processed through the Office of Graduate Studies.

ACADEMIC SUSPENSION

Graduate students not achieving a cumulative 3.0 GPA within the period designated may be suspended from the program. Written notification will be mailed by the department to the student.

With the approval of the MBA Director, a student suspended from the MBA program may apply for admission to another graduate program provided requirements for admission to that program are met. Applications must be processed through the Office of Graduate Studies.

REINSTATEMENT

A student suspended from the MBA program may petition for reinstatement after the lapse of one academic semester during which the student is not enrolled at UWF. Written evidence of eligibility must be submitted to the MBA Director.

Graduate students on suspension may submit a written appeal to the MBA Director who may refer the matter to the college Academic Standards Committee. Students not attending UWF the previous three semesters must file an application for readmission with the Office of Graduate Studies.

Advising

Advising for the MBA Program is available Monday-Friday from 8am to 5pm in Building 75 on the Pensacola Campus. In addition, the MBA Assistant Director regularly visits the Emerald Coast Campus and Eglin AFB education offices. Please call (850) 474-3124 to schedule an appointment.

ArgoAir Wireless Network

ArgoAir is UWF's on-campus wireless network, also known as "Wi-Fi." ArgoAir lets you be mobile and connect to the Internet from many locations throughout campus including the John C. Pace Library, the University Commons on the Pensacola campus, and most classrooms and administrative buildings. Unlike many public wireless networks, ArgoAir is safe and secure and only available to those with UWF computer accounts.

Argus

Argus is the website, or "web portal," that contains all of the information and online services you need to be an active member of the UWF community. Through Argus, you can keep up with UWF news and announcements, watch the campus calendar for upcoming events, and keep in touch with university clubs and other groups. Just as important are the online services available through Argus, which include the

[eDesktop](#) virtual computer lab, [email](#), your UWF [file storage space](#) and [web hosting area](#), and [eLearning](#) classes.

Bookstore

In addition to stocking both new and used required texts and educational supplies, the university bookstore also offers a substantial selection of general books, best sellers, study aids, computer software, accessories, art supplies, emblematic gifts, clothing, class rings, graduation announcements and other necessities. The bookstore offers many additional services including special orders for books, graduation apparel sales, UPS service and year-round book buy back. The bookstore accepts VISA, American Express, Discover, Nautilus Card, MasterCard and personal checks. The bookstore is located in the east wing of the University Commons. For more information, visit uwf.bkstr.com or call (800) 605-2259 or (850) 474-2150. Booklists for all MBA Accelerated Foundations and Core courses can be found on the MBA website at uwf.edu/mba.

Class Attendance

The University expects students to take full responsibility for their academic work and academic progress. To progress satisfactorily, students must meet the requirements of each course for which they are registered. Successful work depends to a large extent on regular class attendance, and absence from a class meeting is a loss to both the student and classmates. Class attendance is regarded as an academic matter. Each faculty member shall provide a written attendance policy to each class within the first week of classes. The use of attendance records in grading and the handling of any excuses for absences is left to the discretion of the faculty member responsible for the course, subject to the guidelines given below.

- A. Students will be excused from class to observe religious holy days of their faith. No major test, major class event or major University activity will be scheduled on a major religious holy day.
- B. Absences due to imposed legal responsibilities (i.e., jury duty, court appearance) shall be recognized as excused absences.
- C. Absences due to the participation in extracurricular activities in which students are official representatives of the University shall be recognized as excused absences.
- D. Absences due to serious illness, death or serious illness within the student's immediate family, military obligations or other sound reasons offered by the student may be accepted as excused absences.

It is the responsibility of students to know the attendance policy of each course they are taking. Students must inform their instructor(s) of absences from classes prior to, or as soon as possible after, the absence. Instructors have the right to request verification for all excused absences. Students are held accountable for all assignments in each course, whether or not the assignments were announced during an absence. Faculty are encouraged to provide opportunities for students to make up examinations and other work missed because of an excused absence.

Class Meeting Times and Locations

The MBA courses are delivered at both the Pensacola Main and Emerald Coast/Eglin AFB campuses as evening classes. For the current location and times of classes, please check the schedule at the MBA website: uwf.edu/mba.

Computers

COB CAPSTONE LAB

The College of Business Capstone Lab is located in Building 76, Room 121. The purpose of this lab is to provide students with a quiet work area in which they can either meet with group members to work on Capstone simulations, or study alone. While preference is given to College of Business students, the Capstone Lab is open to all UWF students, when seats are available. Specialized software available in the Capstone Lab includes SAS, SPSS, Research Insight, Minitab, Visual Studio, R, and Alice. Hours of operation are Monday thru Friday from 8 AM to 5 PM, except when otherwise posted.

COB COMPUTER CLASSROOM

The College of Business Computer Classroom is located in Building 76, Room 127. The purpose of this lab is to provide instructors and students a specialized computer classroom environment in which to conduct business classes. This lab is closed to general use and only available for use by College of Business classes as scheduled. Specialized software available in the COB Computer Classroom includes SAS, SPSS, Research Insight, Minitab, Visual Studio, R, and Alice.

COMPUSTAT DATABASE

The College of Business provides access to the Compustat database for all faculty, staff, and currently enrolled students at UWF. The software may be accessed in the SAIL Lab, COB Capstone Lab, COB Computer Classroom, AIS Lab, Tax & Accounting Library, and via eDesktop. Access to eDesktop can be gained via the eD tab in ARGUS, UWF's online portal. An active UWF faculty, staff, or student account is required to login to ARGUS. The university maintains three primary areas for computer usage; the library, the cyber lounge in the Commons, and the computer center (Building 79). Some restrictions on usage may exist in each of these locations. Computers are available for student use in the library, first floor.

Students are allocated a one-time 1000 page print credit to their ArgoPrint account. Should a student require more pages, purchases can be made online or at the Cashier's office.

Drop, Add, & Withdrawal Procedures

Due to the rigorous structure of the MBA program, any schedule changes made by the student (DROP, ADD OR WITHDRAW) should be discussed with the MBA Assistant Director to ensure timely completion of the program and to make any adjustments that might be necessary due to the course change.

DROP/ADD PERIOD

The drop/add period begins on the first day of classes for the term and ends not later than 11:59 p.m. on the fifth (5th) day of classes for the term. During the drop/add period, students have the opportunity to adjust their schedules by adding or deleting courses. No tuition and fees will be assessed, and no grades or credits will be awarded for course(s) dropped during the drop/add period.

WITHDRAWAL

The withdrawal deadlines are listed in the Academic Calendar for each semester. Students can process a withdrawal online through ARGUS in the Personal Student Records Access channel on the My Info tab. The form to request a withdrawal is also available in the Office of the Registrar, Bldg. 18 on the Pensacola campus or at the UWF Emerald Coast - Fort Walton Beach campus.

Students who are having difficulty in a course and are considering withdrawing, should consider the following points. Withdrawing from a course does not entitle students to a refund of fees. Withdrawals appear on a transcript, may affect financial aid awards, and may lead to additional costs in tuition. Before withdrawing, students should first talk to the MBA office and instructor about options such as tutoring, additional assistance, test taking strategies, etc. that may lead to success. If all other options have been explored, and the best course of action is to withdraw, all withdrawals must be completed by the semester deadline.

LATE WITHDRAWAL POLICY

Students who are requesting a late withdrawal from class (after the deadline), must have the approval of the advisor, instructor, and department chairperson (in that order) and finally, by the Academic Appeals committee. Requests for late withdrawals may be approved only for the following reasons (which must be documented):

1. A death in the immediate family.
2. Serious illness of the student or an immediate family member.
3. A situation deemed similar to categories 1 and 2 by all in the approval process.
4. Withdrawal due to Military Service (Florida Statute 1004.07)
5. National Guard Troops Ordered into Active Service (Florida Statute 250.482)

A student may withdraw from a course while remaining in other course(s) before the end of the tenth week of instruction of any fall or spring semester (see calendar dates for summer semester and short term dates). A grade of "W" will be assigned during this period. Students can process a withdrawal online through ARGUS in the Personal Student Records Access channel on the My Info tab. The paper form is also available at the Pensacola campus Office of the Registrar, in addition to the Emerald Coast Campus and the Eglin Education Center. Individual course withdrawals may not be processed after the published deadline. Appeals should be directed to the Office of the Registrar. Students who do not complete the course requirements or officially withdraw will be assigned a standard letter grade.

WITHDRAWAL FROM ALL COURSES IN A TERM (UNIVERSITY WITHDRAWAL)

Currently enrolled students may withdraw through ARGUS. Students withdrawing from all courses prior to the end of the 4th week of any semester will receive a grade of "WR" (partial refund). See academic calendar for specific dates. A grade of "WR" is not computed in the UWF GPA.

Students withdrawing from all courses beginning with the fifth week through the end of the tenth week of any fall or spring semester will receive a grade of "W" in each course (see calendar for summer semester and short term dates). Students withdrawing after the designated automatic "W" deadline through the last day of instruction will be assigned a grade of "W" or "WF" at the discretion of the course instructor(s). Grades of "WF" are computed in the UWF GPA. Withdrawal from all courses does not prevent registration for future terms. Students are not required to apply for readmission unless they have not enrolled at UWF for three or more academic semesters (including summers).

Students are encouraged to consult with their advisors prior to withdrawing from classes and to contact the Cashier's Office for questions regarding fee liability or financial aid awards.

APPEALS FOR FEE REFUNDS

Students may be allowed to withdraw from a course or the University (all courses) with a full refund of tuition fees for the following situations (documentation required):

- A. Call to active military duty or enlistment in active military service (copy of official orders or letter signed by commanding officer on official military letterhead required);
- B. Death of the student or death in the immediate family (parent, spouse, child, sibling-copy of obituary notice or death certificate required); or

- C. Student's illness of such duration and severity, as confirmed in writing by a physician, that completion of the term is precluded.

Withdrawal from the University does not automatically relieve the student from fee payment liability in the case of deferred payment status such as VA notes, tuition loan notes, and financial aid pending status. Students in a deferred status should consult the Cashier's Office regarding fee liability. Fee appeals should be addressed to the Office of the Registrar.

Faculty

The MBA faculty is qualified per AACSB and the Southern Association of Colleges and Schools (SACS) accreditation standards.

Financial Aid

The Financial Aid Office (FAO) is located in Building 18. Office hours are 8:00 a.m. - 5:00 p.m., Monday - Friday. The telephone number is (850) 474-2400. The purpose of the Financial Aid Office is to help eligible students meet educational costs while attending UWF. Understanding the financial aid process is critical. Answers to questions about what you can expect and what is expected of you are available at the Financial Aid Office where direct interaction with the financial aid staff is available. The Financial Aid Office can be reached by email at finaid@uwf.edu. Due to the volume of emails received by the Financial Aid Office, please allow up to 48 hours for a response. Financial aid is generally available only for courses in a degree-seeking program. Full admittance to a degree-seeking program is necessary before applying for financial aid.

For more information, including application deadlines and eligibility information visit: uwf.edu/finaid.

NOTE: You are encouraged to apply on-line for financial aid. Electronic applications have a much higher rate of processing without errors, and the processing time is significantly shorter.

Grades

GRADING SYSTEM

Grades will be reported in the following manner: (Grade Letter, Description, Grade Points)

A, Outstanding, 4.0; A-, Outstanding, 3.7; B+, Above Average, 3.3; B, Above Average, 3.0; B-, Above Average, 2.7; C+, Average, 2.3; C, Average, 2.0; C-, Average, 1.7; D+, Below Average, 1.3; D, Below Average, 1.0; F, Failure, 0.0.

Candidates admitted to the MBA Program are required to complete all the core courses with a "C" or better and maintain an overall GPA of a 3.0 (B) or better. In addition, any portfolio paper with a grade below "C" is unsatisfactory. Any unsatisfactory work included in the portfolio must be rectified before the Director can clear you for graduation.

In computation of the required grade point average (GPA) for retention and conferral of a degree, the total number of quality points (grade points times course semester hours) is divided by the total number of semester hours for which letter grades are received (see the Grading System for grade points). All regulations tied to a specific grade average should be interpreted to mean the numerical average associated with that specific grade. Hence, the required "B average or better" is interpreted as "3.0 average or better."

MBA accelerated foundation course work completed in the non-degree student classification will be included in the graduate GPA. A grade of "B" or better is required in foundation proficiencies which

may be taken as undergraduate courses, or as accelerated MBA foundations. All courses must be approved by an MBA advisor.

CHANGE OF GRADES

Students graduating from UWF having earned a letter grade of "F, D, D+, C-, C, C+, B-, B, B+, A-, or A" may not have a grade changed for a course which was taken and completed prior to graduation. Graduated students having an "I", "V" or other deferred incomplete grade in a course taken prior to graduation may have the incomplete grade changed to a letter grade after graduation upon completion of required work and submission of appropriate grade change forms by the course instructor via the chairperson and college dean (see Grades of Incomplete).

GRADE FORGIVENESS POLICY

There is no grade forgiveness at the graduate level.

GRADES OF INCOMPLETE

An incomplete ("I") grade signifies that all course requirements have not been met. If circumstances exist beyond the control of the student, as determined by the instructor, the following applies:

- A. The instructor may assign a grade of "I," provided the student has satisfactorily completed at least 70 percent of the course requirements. Students who receive an involuntary call to active military duty should consult with their instructors.
- B. The "I" becomes an "F" at the end of the next semester unless the grade is changed by the instructor to a letter grade ("A"- "F") or the instructor extends the completion period ("V"). The student is responsible for submitting a written request to the department for a grade change or extension prior to the end of the last instructional day of the semester.
- C. Students receiving grades of incomplete should NOT re-register for courses in which an "I" has been assigned.
- D. At the end of each semester when grades are submitted to the faculty chair, each instructor shall submit a completed "Report on Assignment of Incomplete Grade" form for all incomplete grades given. The student will be given a copy of this form with the instructor's expectations and requirements for completion of the course.
- E. An "I" grade will be converted to a "V" grade upon graduation if the course in which the "I" was received was not required for graduation.
- F. Graduated students having a "V" or other incomplete grade for a course may have the incomplete grade changed to a letter grade within three years after receiving a degree. To change the grade, the student must complete the required work and the course instructor must submit the appropriate grade change form via the chairperson and the dean.
- G. For the purposes of honors designation, a letter grade which replaces an incomplete grade subsequent to a student's receiving a degree will not change the student's GPA associated with the earned degree. However, the student's transcript will be annotated to show that the course requirements were completed after graduation.

REPEATED COURSES

A student may receive credit for a course only once regardless of how many times it is taken in transfer or at UWF. All attempts at UWF count in the GPA. There is no grade forgiveness at the graduate level.

GRADE APPEAL

Students should consult the UWF Student Handbook and Planner for information regarding the grade appeal process. Grade appeals for courses cross-listed with another department within one college will be heard through the college housing the department, regardless of the departmental affiliation of the faculty member teaching the course.

Graduation

An "Application for Graduation" must be completed and submitted to the MBA Office no later than the last day of drop/add of the semester prior to the semester in which you plan to graduate. Either stop by the MBA Office or visit the UWF online at uwf.edu/registrar/graduapp.pdf to fill out the application. **Students who do not meet the requirements for graduation must reapply for graduation by the deadline for the semester in which the requirements are met.** Degrees will be awarded upon completion of all departmental and university requirements.

Graduate Assistantships

Graduate Assistantships are awarded by the MBA Program when funds are available. Interested graduate students should inquire at the MBA office. The application is available through the MBA website under Admissions (uwf.edu/mba) and at the MBA office. Graduate students must be enrolled for six (6) or more semester hours of graduate credit for each term of assistantship. Assistantships require 10-20 hours of workload per week and pay an hourly wage. Assistantships also provide a matriculation waiver which reduces the cost of **each** graduate credit hour. In-state tuition rates are also granted for out-of-state students.

Health, Leisure, and Sports Facility

UWF has a \$19 million dollar Health, Leisure, and Sports (HLS) facility which provides state-of-the-art laboratories for exercise science, motor development, and athletic training along with a 10,000 square foot fitness room, indoor track, three basketball courts, pedagogy gym and teaching gym, new classrooms and MUCH more.

The Office of Recreation provides a wide variety of recreational activities designed with the University community in mind. The program has six basic areas: Informal Recreation, Aquatics, Fitness/Wellness, Intramural Sports, Outdoor Adventure, and Sport Clubs.

The state of the art fitness center features all brand new Nautilus Equipment, various Cardio Equipment, etc. Classes are taught in HLS' brand new studios.

The Fitness/Wellness program strives to promote positive, healthy lifestyles through physical activity and educational programs. The program provides a selection of diverse fitness opportunities which include personal training, group fitness classes, educational programs and motivating incentive programs! Fitness/Wellness offers something for everyone. For more information regarding any recreation activity visit uwf.edu/recreation/index.cfm .

Holds

Holds must be resolved by the student before registration for any courses can occur. Immunization holds will be lifted when evidence of the required shots is provided to the Health Center. Holds will be placed on a student's record for such things as parking tickets and library fines and must be resolved prior to registering for courses. It is the student's responsibility to clear all holds in a timely fashion.

Immunizations

All Students are required to show proof of having the following immunizations prior to registering for classes:

- MMR (Measles) 2 separate injections of MMR vaccine after the first birthday.
- Meningococcal Meningitis
- Hepatitis B
- All matriculating students who choose not to be vaccinated against either meningococcal meningitis or hepatitis B must sign a statement that they have been made aware of the potential fatal nature of the diseases and choose not to be vaccinated.
- These vaccines are available in the Student Health Center or may be obtained through your personal physician.

Please allow 2 - 3 business days for immunizations to be entered in the computer.

Please deliver all required documents in person, by fax or mail to the UWF Student Health Center on the main Pensacola Campus. If mailing or faxing, be sure to include name, birth date, address and telephone number. Photocopies are acceptable. Originals will not be returned. For additional information, you may visit their website at uwf.edu/healthcenter .

International Students

The International Student Office is available to assist international students with issues ranging from immigration to personal concerns. International students should feel free to ask questions and seek assistance from this office. Upon arriving at the university every international student must contact this office. The International Student Office is located in Building 71. U.S. students who wish to be involved in international activities may also contact this office by calling (850) 474-2479.

Library Services

The University of West Florida Libraries include the John C. Pace Library, the primary facility on the main campus in Pensacola, the [Emerald Coast Library](#), located in Fort Walton Beach, and the [Curriculum Materials Library](#) and the [Music Library](#), which are also located on the main campus. Housing more than 752,000 volumes, 1.2 million microforms, 5,100 serial subscriptions and providing access to thousands of full-text electronic journals, the library is also designated as a regional depository for publications of the United States government and the state of Florida. Members of the library staff are available to assist in the use of all library materials and the expanding new information technology, including online catalogs and databases, the Internet, document delivery systems, and other computer-based reference sources. To access the library's website go to: library.uwf.edu/ .

Nondiscrimination Policy

The University of West Florida is an Affirmative Action/Access/Equal Opportunity Employer. Programs, activities and services of the university are available to all persons without regard to race, color, creed, religion, sex, age, physical handicap, disability or national origin.

Registration

The classes for the MBA Program are permission coded and thus, registration must be completed in conjunction with the MBA Office each semester. Normally, an email is sent out to remind students which classes they need, as well as to provide student permission for registration. Please familiarize yourself with the term dates for your academic year and be prepared to contact the MBA Office if you have any questions.

Student Record Policy

Complete information and regulations governing records are available in the Office of the Vice President for Student Affairs and in the Office of the Registrar. These regulations include the following rights of students to:

1. Authorize in writing the disclosure to others of personally identifiable information from their educational records;
2. Inspect and review the content of their record;
3. Challenge the content of their educational records and request the university to amend them;
4. Refuse in writing to permit the designation of any or all categories of personally identifiable information as directory information available to the public;
5. File complaints with the Family Policy Compliance Office, U.S. Dept. of Education, 600 Independence Ave. SW, Washington, D.C. 20202-4605.

Student records may be released to investigating governmental agencies, upon request, without the student's prior consent in accordance with the 2002 Patriot Act.

Tuition

Tuition and fees are assessed on a per credit hour basis by the level of the course and the student's residency classification for fee purposes. Students should refer to the Fee Assessment available on Argus for individual fee information. If tuition and fees are not paid by the due date, the student will be automatically removed from classes.

Transcripts

Requests for official transcripts of academic work completed at UWF must be submitted in writing. Request forms are available in the Office of the Registrar or may be printed off the Web at uwf.edu/registrar/tf.pdf. A student's academic record can be released only upon written authorization by the student. A \$10 fee will be assessed for each transcript requested. The fee and any other financial obligations must be paid in full prior to release of the transcript.

Veterans Services

The Office of Veterans Services assists all students eligible for Department of Veterans Affairs educational benefits. More than 10 percent of currently enrolled UWF students are receiving DVA benefits. This office is the campus point-of-contact for benefit information, enrollment certification, tuition deferments and peer counseling. The Office of Veterans Services is located in Building 18, Room 184 and may be contacted by calling, (850) 474-2262.

MBA Curriculum

Accelerated MBA Foundations

Prior to joining the Finish in Five MBA Program, applicants must establish foundational proficiency in the fundamental business disciplines. For qualified participants, UWF offers a series of one and a half semester-hour credit, intensive weekend and online modules covering the essential foundational knowledge needed to enter the Finish in Five MBA Program. The Accelerated MBA Foundations sequence allows qualified participants to quickly meet the foundation proficiencies needed to begin the program. The modules also offer a low cost avenue for exploring graduate business education.

Finish in Five Program

The Finish in Five MBA Program provides the working professional a structured path through an AACSB accredited MBA in five semesters. The Program assures participants of course availability, fixed schedules, a specified start date and a specified finish date. For those without a business background, combining the Finish in Five MBA Program with the Accelerated MBA Foundations makes it possible for the qualified applicant to complete the MBA at UWF in no more than two years.

The program admits applicants who commit to taking two courses per term in a prescribed sequence. Thus, a cohort is built of participants who track through the program at the same rate and take the same course load. This results in developing a comfortable working relationship with other members of the "cohort." In addition, the student-to-student learning, the personal interaction that occurs between experienced professionals will be enhanced.

Core Course Descriptions

ACG 6309 Accounting Aspects of Business Policy Determination. . . 3 s.h. Budgeting, profit planning, and controlling aspects of business policy determination.

MAN 6156 Management and Organizational Behavior . . . 3 s.h.
Appreciation and understanding of the field of organizational behavior and its application in managing human and other resources. Emphasizes understanding individual behavior (motivation, self-awareness, leadership, etc.) and group dynamics (decision-making, group development and work) plus conflict, climate, learning styles, power, stress, process/content, human rights and quality. Utilizes experiential learning methodologies and other appropriate designs.

GEB 6895 Business and Public Policy . . . 3 s.h.
Develops expertise in the use of a set of tools to analyze the effect of economic, regulatory and tax policies (external environment) on the business environment and the conduct of business in domestic and international markets. Ethical implications of business response to these environments are also considered.

QMB 6305 Quantitative Methods for Business . . . 3 s.h.
Provides students with quantitative skills that are required to make business decisions. These skills involve using statistical, forecasting and estimation techniques. Students are expected to use the subject matter for problem sets and exams.

***ISM 6026 Management of Information Systems and Technology . . . 3 s.h.** Provides the M.B.A. student with a contemporary managerial perspective on the effective use of information systems in global organizations through case analyses and class discussions. Topics include the business value of information systems, integration of information systems with enterprise strategy, the use of

information systems to achieve organizational redesign for strategic advantage, and applying the processes of leadership and management to information systems planning and implementation.

***ECP 6705 Advanced Managerial Economics . . . 3 s.h.**

Concepts of competition as they relate to business management policies and practices; profit goals and measurement problems; multiple product policy; demand analysis; cost concepts; pricing problems; case studies.

***FIN 6406 Financial Management . . . 3 s.h.**

Advanced treatment of investment and financing decisions of firms with an emphasis on current theory and practice.

***MAR 6815 Marketing Management . . . 3 s.h.**

Creation of enduring and mutually satisfactory customer relationships through the provision of customer value as an enterprise management philosophy. With consideration given to operating environments, the course is designed to teach the formulation, implementation, and control of comprehensive marketing strategy with emphasis on the integrative aspects of the marketing function in a market based enterprise. Both qualitative and quantitative analyses are used in an applications oriented context.

***MAN 6511 Operations Management Problems . . . 3 s.h.**

Planning and control of domestic and multinational service and manufacturing operations utilizing information inside and outside the organization. Techniques to plan and improve location, layout, flow through the facility, design of work, and management of the human factor; all with an emphasis on management and maintenance of quality.

MAN 6721 Strategic Management and Policy Formulation . . . 3 s.h.

Utilizes case analyses, a strategic simulation and other related experiential exercises. Integrates and applies the various business management functions from the strategic viewpoint of the organizational chief executive officer. Designed for M.B.A. candidates and should be taken the last semester before graduation.

* Course to include Portfolio Projects

Portfolio Projects

The core program of study leading to the MBA degree consists of ten three-semester-hour courses. Five of the ten courses require significant research papers or projects. By completing each of the five projects *focused on the same industry (selected by the student)*, students build a portfolio that demonstrates an in-depth understanding of an industry across the functional areas of business. (Changing your industry focus requires the approval of the Director.) In order to receive your degree, you must present your completed MBA Portfolio to the MBA Director. The Director will review your Portfolio to be sure you have met the minimum academic standards of the program. Any unsatisfactory work included in your Portfolio must be rectified before the Director can clear you for graduation. Any project with a grade below C is unsatisfactory. The Director may recommend additional courses to offset the deficiency.

MBA students are expected to possess and apply the written and oral communication skills commensurate with graduate study at the university level. Effective written communication requires effective application of basic writing skills including proper grammar and punctuation, correct spelling and word choice, and appropriate sentence and paragraph structure. Failure to apply the basics of good writing will adversely affect your grade on MBA Portfolio projects.

Academic integrity is a necessary cornerstone of any successful academic community. You must be sure that you understand how to properly cite the information sources that you use to develop your MBA Portfolio papers. The use of someone else's work without proper citation is **plagiarism**. **Plagiarism can result in expulsion from the program.** Expulsion for plagiarism can occur any time up to and including the Director's final review of your Portfolio. You are advised to review a copy of

the University of West Florida's Plagiarism Policy which is available at the MBA Office. The MBA program utilizes the American Psychological Association (APA) style of referencing. The writing lab has an example of the APA format at uwf.edu/writelab/handouts/apadocumentation/ .

PORTFOLIO PAPERS

The five courses and Portfolio objectives are outlined below.

Portfolio Objectives: By completing each of the five projects based on the selected industry, the student will build a portfolio that demonstrates an in-depth understanding of their industry across the functional areas of business.

- **Management Information Systems and Technology (ISM6026)** Validate an understanding of the management concepts and issues involved in planning and managing IS/IT in the modern organization by developing a strategic plan for IS/IT in an organization, or by developing an in-depth case study of IS/IT in an organization and analyzing its strengths, weaknesses, benefits, and strategic alignment.
- **Advanced Managerial Economics (ECP6705)** Conduct an economic analysis of cost structure and profitability for the selected industry.
- **Financial Management (FIN6406)** Conduct a financial analysis of publicly traded firms in the chosen industry, including ratio and common size analyses.
- **Operations Management Problems (MAN6511)** Demonstrate an understanding of the importance of the operations management functions, as well as the availability and application of electronic/digital/computer aids, to the operation of an organization in the selected industry.
- **Marketing Management (MAR6815)** Conduct a comprehensive market analysis in the selected industry.

REVIEW BY THE DIRECTOR

During your last semester of attendance, you must compile all **5 original, graded papers** into a black 3-ring binder with a plastic label pocket on the spine. Tab dividers must be clearly labeled to distinguish the five separate projects within the binder. **Professors are not responsible for keeping your papers.**

You must pick up graded papers from professors at the end of each semester. If a paper will not be graded before the Portfolio submission deadline, please include an ungraded copy in your binder. **You are responsible for ensuring that the ungraded copy of your paper is replaced with the graded copy in the portfolio binder.** Failure to do so may result in not being approved for graduation. Label the binder insert following the example below:

Last name, First name
MBA, Summer 2008
Portfolio- Name of Industry

All MBA graduates must make an appointment for an exit interview. At least three days prior to the interview, students must submit their completed Portfolio to the MBA office for review. Failure to schedule an exit interview or to submit the five graded portfolio papers will delay approval of graduation.

Students who do not follow these guidelines will not be approved for graduation.

For questions regarding Portfolio submission, please contact the MBA Office, (850) 474-3124.

Sample Degree Plan

FINISH IN FIVE DEGREE PLAN-MASTERS OF BUSINESS ADMINISTRATION COLLEGE OF BUSINESS- THE UNIVERSITY OF WEST FLORIDA

Student Name _____ UID# _____
 Phone _____ GMAT _____ GPA _____
 U.G. Degree _____ University _____
 Term/Year _____ MIL CIV INT'L _____
 E-Mail : _____

Accelerated MBA Foundations

All courses must be approved by an MBA advisor. A grade of "B" or better is required in foundation proficiencies, which may be taken as undergraduate courses, or as accelerated MBA foundations. Pre-matriculation proficiency is expected in communications (oral and written) and in computer application packages (word processing, Excel, PowerPoint, Web browsing).

		Hours	Term	Grade
GEB 5879	Business Analytics	1.5		
GEB 5871	Managerial Economics	1.5		
GEB 5872	Understanding Financial Statements (FM 1)	1.5		
GEB 5873	Assessing Financial Performance & Capital Investment (FM 2)	1.5		
GEB 5874	Financing Decisions, Bu. Val. & Creating Shareholder Value (FM 3)	1.5		
GEB 5875	Management Skills & Applications	1.5		
GEB 5876	Marketing Management	1.5		
GEB 5877	Applied Managerial Statistics	1.5		
GEB 5870	E-business Systems (Management Information Systems)	1.5		

MBA Finish in Five Core Courses

Candidates admitted to the MBA Program are required to complete all the core courses with a "C" or better and maintain an overall GPA of a 3.0 (B) or better. In addition, any portfolio paper with a grade below C is unsatisfactory. Any unsatisfactory work included in the portfolio must be rectified before the Director can clear you for graduation.

TERM1

GEB 5878	Process Integration	1.5		
GEB 5930	Information Resources & Industry Analysis	1.5		
ACG 6309	Accounting Aspects of Business Policy Determination	3		
MAN 6156	Management and Organizational Behavior	3		

TERM2

GEB 6895	Business and Public Policy	3		
QMB 6305	Quantitative Methods for Business	3		

TERM3

*ISM 6026	Management Information Systems and Technology	3		
*ECP 6705	Advanced Managerial Economics	3		

TERM4

*FIN 6406	Financial Management	3		
*MAR 6815	Marketing Management	3		

TERMS5

*MAN 6511	Operations Management Problems	3		
MAN 6721	Strategic Management and Policy Formulation (No Substitutions)	3		

Total needed at UWF:

*Courses to include Portfolio Projects

PLEASE CONSULT UWF CATALOG FOR FURTHER INFORMATION

Student Signature _____ Date _____
 Advisor Approval: _____ Date _____

Student Information

Alumni Association

It is the mission of the UWF National Alumni Association to represent and promote alumni interests, to facilitate ongoing relationships between alumni and the university and to build loyalty and support for the University of West Florida.

The Alumni Association at UWF offers alumni programs and services that include networking opportunities, special events, access to UWF career services, discounts on Continuing Education programs, alumni scholarships and the opportunity to participate in affinity programs, such as discounted insurance and credit cards.

In cooperation with other university departments, the association is also involved with university recruiting and supports departmental alumni gatherings. For more information you may email alumni@uwf.edu, or visit uwf.edu/alumni/index.cfm.

Beta Gamma Sigma

Beta Gamma Sigma is the honor society serving business programs accredited by AACSB International - The Association to Advance Collegiate Schools of Business. Membership in Beta Gamma Sigma is the highest recognition a business student anywhere in the world can receive in a business program accredited by AACSB International. Please visit betagammasigma.org for more information.

Certificate Programs

ENTREPRENEUR CERTIFICATE

Participants in this certificate program are paired with College of Business faculty and successful entrepreneurs to participate in the process of converting business ideas into well structured plans for new business ventures. Participants develop new venture ideas, create comprehensive new venture business plans and consult with area small businesses to develop solutions to real business problems. The certificate consists of 18 semester hours of graduate level courses divided into two segments: Business Foundations and New Venture Specialization. The Business Foundations segment is waived for participants with successful recent formal education in business (including MBA students). For more information, contact the MBA Office at (850) 474-3124 or visit uwf.edu/mba/gradientrepreneur_certificate.cfm.

CERTIFICATE IN INFORMATION SYSTEMS MANAGEMENT AND BUSINESS APPLICATIONS

For those who aspire to higher level positions in any type of organization, an understanding of how to build, manage, and use computer-based information systems is crucial. An understanding of how businesses or organizations fit together, how and from where to get necessary information and how to use it to manage better, is an important selling point for job applicants. The Certificate in Information Systems Management and Business Applications helps provide this background and can be annotated to your graduate transcript. For more information, contact the Department of Management/MIS at (850) 474-2310.

HEALTH COMMUNICATIONS LEADERSHIP CERTIFICATE

The Health Communications Leadership Program is designed for professionals in every area of the health care industry. Whether you deal directly with patients or take part in the leadership,

management, or promotion of the organization, you will learn up-to-date information about the health industry. Many students pursue this certificate concurrently with their MBA. For more information, contact Dr. Athena du Pre' in the Communications Arts Department at (850) 474-2833.

Changing Student Information

Address Changing forms are available in the Office of the Registrar, Bldg. 18 on the Pensacola campus, at the UWF Emerald Coast - Fort Walton Beach campus, or any of the centers. You can also submit a change request online through ARGUS on the My Info tab in the Personal Student Records Access channel.

Contact the MBA Office

11000 University Parkway
Building 75
Pensacola, Florida 32514
(850) 474-3124
Web: uwf.edu/mba
Email: mba@uwf.edu

International Opportunities

The MBA Program offers a dual degree master's program in which graduate students take courses at UWF towards earning a master of business administration and also spend one year at Nyenrode University which is a Netherlands Business School, earning a master of science in management. The program involves the bilateral exchange of faculty and students between Nyenrode and UWF. Please contact the MBA Office for more information.

Courses are also offered in Germany through a partnership with the Transatlantic Institute of the Universities of Applied Sciences in Worms and Ludwigshafen, Germany. Through this cooperation, the College of Business at UWF delivers the MBA program in Germany to cohorts of working professionals. German students enrolled in the program participate in a U.S. experience by coming to the UWF campus and studying alongside Pensacola enrolled MBA students. UWF MBA students can also travel to Germany for two weeks of joint study and international learning. Please contact the MBA office for more information (850) 474-3124.

Mathematics/Statistics Tutoring Lab

The Department of Mathematics and Statistics provides free individual tutorial assistance for UWF students in several mathematics and statistics courses in the Mathematics/Statistics Tutoring Lab located in Building 38, Room 147. The lab is staffed by advanced undergraduate and graduate majors and is open during all weekdays. No appointment is necessary. For more information, please call the department at (850) 474-2622

Transfer Credit

Graduate transfer credits must have been earned within five years of the date of admission and be approved by the student's academic department. Graduate credits may be transferred from other institutions only when a grade of "B" or better was earned in the graduate work to be transferred. All transfer credit must be from an AACSB accredited school and the student must be in good academic standing.

MBA students may have a maximum of six semester hours or two courses (whichever is greater in credit) of graduate work at other universities accepted toward their program requirements at UWF. The MBA Director's permission is required.

Tutoring

The Student Success Learning Center offers free tutoring in statistics, economics, English, etc. Open 8am-8pm, Mon-Thurs. and 8am-5pm, Fridays. Building 52, Room 151. No appointments necessary. For more information call (850) 474-3488.

Writing Lab

The Writing Lab (uwf.edu/writelab/) Building 51, Room 157, houses the Writing Lab, Language Lab, Computerized Writing Classroom, and other areas which offer services to UWF students, faculty, administrators, and staff. Any university student, whether or not enrolled in a composition course, may use the Writing Lab for help with writing problems. The Writing Lab offers [paper reading/critiquing](#) and tutoring in grammar and usage, mechanics, and sentence structure. Contact the Writing Lab through their website or at (850) 474-2029.

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