



# ROSEMAN UNIVERSITY OF HEALTH SCIENCES

## 2011-2012

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## MBA Student Handbook

The Master of Business Administration Student Handbook is hereby incorporated as a part of the ROSEMAN UNIVERSITY Student catalog. The catalog is also hereby incorporated as a part of this Student Handbook. The catalog and Student Handbook are available in the Master of Business Administration Program administrative offices and/or website.

Revised: June 2011



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### **A Message from the MBA Director**

The ROSEMAN UNIVERSITY MBA program offers students the single-focus, convenience and time-saving of the block system, while they develop the knowledge and skills to become future innovative leaders, entrepreneurial managers, and effective communicators. The mission of the MBA Program is to prepare competent business professionals for the 21st century. We invite you to visit us and learn about our accelerated block system approach and innovative program.

Sincerely,

A handwritten signature in black ink, appearing to read "Okeleke Peter Nzeogwu".

Okeleke Peter Nzeogwu, MBA, Ph.D.

MBA Program Director





## **MBA Faculty & Staff**

### **Program Director**

\*Okeleke Peter Nzeogwu, Ph.D.

### **Faculty Members**

*\*Full-Time & Adjunct*

Daniel Athey, Ed.D.

Orikaye Brown-West, Ph.D.

\*Leon Daniel Jr., Ph.D., MBA

Paul Eberle, Ph.D.

\*Gregory Goussak, DBA, M.S.

Debbie Hedderly, Ed.D., MBA

Basil Ibegbulam, Ph.D., M.S.

Wendell Jones, Ph.D., Ed.D.

Christopher Kelly, Ed.D.

Barry King, Ph.D., M.A.

William Mullaney, MBA

Brian Quarles, JD/MBA

Paul Rachal, Ph.D., MBA

Yvonne Schuman, JD, B.A.

Robert Silver, JD/MBA

Elizabeth Unni, Ph.D., MBA

Geoffrey Vanderpal, DBA, MBA

Mary Williams, DBA, M.S.

### **Administrative Staff**

Krista Salerno, BA  
*Administrative Assistant*

Delores Leonard, MBA  
*Recruitment and Enrollment Advisor*

MaryAnn DeFrancesco  
*Receptionist*

## **MBA Program Policies and Procedures**

Congratulations and welcome to the MBA Program at the Roseman University of Health Sciences. You have embarked on one of the most important journeys of your career. When you complete the trip, you will have greatly expanded your career opportunities as a business leader.

You likely decided on the MBA because you realize that management knowledge and leadership skills have become increasingly important and that effective managers are in high demand. The ROSEMAN UNIVERSITY MBA will equip you with knowledge of accounting, finance, economics, decision-making and leadership, and you will become skilled at critical and analytical thinking, entrepreneurial leadership, and effective oral and written communications. These are critical skills for the global competitive economy of this new century

Whether you are a College of Pharmacy student or College of Dental Medicine resident enrolled in one of the joint programs, or you enrolled in the one-year general MBA program, you have wisely created and expanded career opportunities for yourself. You will earn the MBA while still pursuing your career, or as a pharmacy or orthodontics residence student, you will earn the MBA degree simultaneously with your pharmacy degree or orthodontic certificate.

All programs consist of identical core courses and are delivered through the same experienced faculty. Both MBA programs prepare you for senior management positions with profit-making enterprises, not-for-profit organizations, or for starting and succeeding in your own business.

In addition to decades of management experience in multiple industries, your MBA faculty are excellent teachers with doctorates and other advanced degrees. They combine real world experience with theoretical and research-based knowledge gained from advanced academic preparation.

The MBA faculty will be involved in helping you succeed, and they are committed to developing and delivering a graduate business education that is interesting, stimulating and relevant. ROSEMAN UNIVERSITY MBA graduates are trained with strong leadership, entrepreneurial, and communication skills and are equipped with in depth knowledge of business. The ROSEMAN UNIVERSITY MBA education broadens career opportunities and increases the earning potential of its graduates.

In summary, the ROSEMAN UNIVERSITY MBA education will:

**Develop Leadership and Entrepreneurship Skills and Business Knowledge:** The MBA program provides the business knowledge and develops the entrepreneurial and leadership skills to prepare you for a successful management career.

**Provide Broader Career Opportunities:** The MBA degree gives graduates more advancement opportunities.

**Avoid Interruption in Work and Career:** If enrolled in the Fast Track evening/weekend program, students earn the MBA in about 14 months. This expands your career opportunities. In both the Fast Track evening/weekend programs, you can continue to work while completing the MBA.

**Increase Earning Potential:** The MBA allows you to more quickly increase your earning potential by completing the degree requirements in one year while still working. Early in their careers, MBA graduates tend to earn more than their peers who do not have an MBA degree.

## **MBA Program Calendar**

The MBA academic calendar usually begins during the first week of July and ends in June the following year. Classes are scheduled throughout the year except during University approved holiday periods. For detailed information about the current schedule, please contact the ROSEMAN UNIVERSITY MBA Program Office.

Except for students applying for financial aid, students may enter the program and begin their course work at any time during the academic year if they have the necessary course prerequisites. And a student may elect to register as part-time and non-degree seeking student. Part-time students are those enrolled in less than six courses/blocks in any academic year.

Students can obtain the MBA academic calendar and course schedule by contacting the MBA office.

## **Student Organizations and Representatives**

MBA students are encouraged to participate in ROSEMAN UNIVERSITY student organizations and student activities. Some of the opportunities for MBA student participation include:

- Class Representative (1);
- Student Government Association Representative (1);
- Yearbook Representative (1);
- MBA Newsletter Student Editors (2); and
- Society for Advancement of Management (SAM) – officers and members

Students interested in serving in any of these organizations or activities should contact the MBA program office at the beginning of the academic year. A student may nominate himself or herself, or another student, as a candidate for election to a position. The candidate receiving the highest number of votes in an election for any position will be appointed to the position.

## **Financial Aid, Scholarship, Tuition & Fees**

### **Financial Aid and Scholarship**

Students should contact the Financial Aid Office to discuss various financial aid options and the application process. The MBA Program also awards a limited number of scholarships to qualified students based on merit and financial need. Students are required to inform the Office of Financial Aid of all financial assistance (including scholarships) they receive.

## **Tuition and Fees\***

### Weekend/Evening Program

- Application Fee: \$100 (One-time payment and non-refundable);
- Student Body Fee: \$325 (Annual);
- Technology Fee: \$300 (Annual and non-refundable);
- Graduation Fee: \$200 (Annual and non-refundable);
- Tuition \$689 per credit hour; or \$2067 per 3 credit-hour course;
- Laptop Computer (to be provided by student); and
- Health Insurance: \$869.25 (Annual) (waived if student provides proof of insurance)
- Comp-XM (Simulation): \$54 (in Capstone Course)

### Weekday Program

- Application Fee: \$100 (One-time payment and non-refundable);
- Student Body Fee: \$325 (Annual);
- Technology Fee: \$300 (Annual and non-refundable);
- Graduation Fee: \$200 (Annual and non-refundable);
- Tuition \$647 per credit hour; or \$1941 per 3 credit-hour course;
- Laptop Computer (to be provided by student); and
- Health Insurance: \$869.25 (Annual) (waived if student provides proof of insurance)
- Comp-XM (Simulation): \$54 (in Capstone Course)

### Pharm.D./MBA Weekday Program

- Application Fee: \$50 (One-time payment and non-refundable);
- Graduation Fee: \$50 (Annual and non-refundable);
- Tuition is \$639 per credit hour; or \$1917 per 3 credit-hour course;
- Comp-XM (Simulation): \$54 (in Capstone Course)

\* Tuition and fees are subject to change without notice upon approval by the Board of Trustees. All fees are mandatory for each student and are non-refundable. Course waivers must be approved by the admissions committee and students should refer to the residency requirement and time limitations for additional guidance.

Students with prior undergraduate business course work, or who have an undergraduate business degree, may be able to obtain a waiver for some or all of the six MBA foundation courses.

Students are responsible for the purchase of course material such as text books and any other material a course may require.

The Student Body Fee covers costs associated with printing, supplies and photocopying.

The Technology Fee covers software and network support associated with technology.

## **Payment of Tuition and Fees**

Students may contact the Financial Aid Office to discuss options available for payment of tuition and fees.

## **Tuition Refund Policy**

The MBA Program follows the refund policy established by the Roseman University of Health Sciences. A description of the University's refund policy is found in the ROSEMAN UNIVERSITY student catalog and may be accessed online at <http://www.RosemanUniversity.edu/admissions>.

## **Financial Responsibilities Must Be Fulfilled to Continue Enrollment**

Students must fulfill their financial responsibilities to the University in order to remain enrolled in the program. Students who have not satisfied the appropriate financial aid requirements and/or who have not paid their tuition and fees will not be allowed to remain in their current class, take future courses or continue to progress through the program. Students who are late paying tuition and fees will receive written notice stating that payment is past due and must fulfill their financial responsibilities to the university to continue their enrollment. Students who are taking a block (or course) must make payment to remain in class or to be eligible to take any assessments. Attempts will be made to prevent a student who is not eligible to take an assessment from starting an examination. Moreover, an MBA instructor, Program Director, or his or her designee will not grant credit for an assessment completed by a student who was not eligible to sit for the examination. Students who are prohibited from taking an assessment or who have their assessment scores excluded because of their failure to make appropriate payments will be required to make-up the block during the end of program remediation, unless payment is received prior to the scheduled reassessment. If a student's progress in a course is halted for non-payment, it is the responsibility of the student to contact the bursar (702-968-2072) and/or the financial aid office (702-968-1651) to make necessary arrangements. To be allowed to continue with classes, the student must provide the MBA Program office with a letter from the bursar/financial aid office stating that the student is in good financial standing.

## **Student Health Insurance**

The Roseman University of Health Sciences policy requires that all students maintain health insurance during their entire enrollment at the University. Student Health Insurance coverage must be continuous from the date of enrollment through graduation, regardless of whether your academic schedules includes classroom instruction or participation in clinical rotations.

## **Admissions Criteria, Policies and Procedures**

The policies and procedures included in the Roseman University of Health Sciences Catalog apply to MBA students. This student handbook provides additional policies and procedures applicable to MBA students

To be considered for admission to the Master's of Business Administration Program, the University must receive the following items:

- A completed application, which includes at least two letters of reference and an original essay.
- Application fee (non-refundable)
- Transcripts (unofficial transcripts may be submitted with the original application but an original copy must be received before a student can be admitted into the program.)
- Joint Pharm.D./MBA Program applicants must first receive and provide evidence (letter) of admission by the College of Pharmacy. With admission from the College of Pharmacy, joint program students must complete a one-page application, which will allow the MBA Program access to the applicant's application information from the College of Pharmacy.
- Joint College of Dental Medicine/MBA Program applicants should contact the College of Dental Medicine about the application and joint review processes for College of Dental Medicine students.

Applications are available for download at [www.Roseman University.edu](http://www.Roseman University.edu). You may also request an application by email to [mba@Roseman University.edu](mailto:mba@Roseman University.edu) or by writing to the following address:

Roseman University of Health Sciences  
MBA Program  
4 Sunset Way, Bldg E  
Henderson, NV 89014

### **Requirements**

The admissions committee reviews each application individually. We accept students after reviewing multiple indicators which include but are not limited to academic preparation, work/volunteer experience, letters of reference, essay and interviews. Students are required to have a Bachelors Degree prior to admission, or to have received admission into ROSEMAN UNIVERSITY's PharmD or Orthodontic Residency programs. A student's overall GPA must be 3.0 or greater. If a student has a GPA lower than 3.0, a minimum score of 500 on the Graduate Management Admissions Test (GMAT) is required.

### **International Students and Non-U.S. Coursework**

International students are encouraged to apply. International students must supply documentation supporting their lawful entry or residency within the United States. We follow U.S. Customs and Immigration Service (US CIS) rules and regulations on Form I-20

issuance. Degree(s) earned or course work completed in a country other than the U.S. must be submitted for evaluations to World Education Service (WES: [www.wes.org](http://www.wes.org)) or Josef Silny & Associates (JSA: [www.jsilny.com](http://www.jsilny.com)).

Applicants whose language of instruction is not English must submit results for the Test of English as a Foreign Language (TOEFL). Only original TOEFL documents will be accepted. Applicants must achieve a minimum score of 550 on the paper-based, 213 on the computer-based, and 79 on the internet-based test. The Roseman University of Health Sciences TOEFL institution code is 4463.

### **Prerequisites**

A student must have earned an undergraduate degree or have advanced undergraduate classification (for Pharm.D./MBA applicants) prior to admission. Applicants seeking a ROSEMAN UNIVERSITY MBA are not required to have taken prior business courses but will be required to complete four foundation courses in addition to the 10 MBA core curriculum courses. Students applying with a business degree, or equivalent academic preparation, or who have previously taken comparable business courses can have up to six foundation courses waived, but the student must complete 10 core courses to graduate.

### **MBA Program Policy for Evaluation of Prior Education**

Students with prior undergraduate business course work, or who have an undergraduate business degree within the last 7 years from a regionally accredited institution, may be able to obtain a waiver for some or all of the six MBA foundation courses. The equivalency requirements for waiving the foundation courses are as specified in the MBA program's foundation course waiver policy. Transfer students may also receive MBA credits as specified in the MBA Program's policy for prior academic work (see residency requirement and time limitation policies). Students will not be awarded any MBA credits for prior work experience.

\*Note, all requests for course waivers and transfers must be requested and approved before matriculation. Any request thereafter will not be considered.

### **Credit for Prior Academic/Work Experience (Residency requirement)**

The minimum course work that must be taken to fulfill ROSEMAN UNIVERSITY MBA residency requirement is eight blocks (or 24 semester credits). Thus, a student may earn credit for graduate (MBA) courses/programs completed elsewhere but must at a minimum complete eight courses/blocks at ROSEMAN UNIVERSITY to be awarded a ROSEMAN UNIVERSITY MBA.

Courses accepted for transfer must be 1) graduate courses; 2) not used previously to meet a degree requirement; 3) reviewed and certified by the curriculum committee for its equivalency value; and 4) not taken after matriculation at ROSEMAN UNIVERSITY (without prior documented approval).

## **Admission Policies**

Applicants must provide all requested information on the application. Any purposely omitted or falsified information submitted to ROSEMAN UNIVERSITY may be grounds for rejection of the application for admission. Applicants are required to write their own original essays. ROSEMAN UNIVERSITY has a zero tolerance plagiarism policy.

## **Admission, Enrollment and Attendance**

An applicant is admitted when the applicant receives a formal letter of admission from the MBA Director based on the recommendations of the MBA Admissions Committee. In some cases, the admissions letter may be conditional either because the applicant has not provided certified or official copies of academic transcripts or other requested information. However, a student is considered enrolled (or matriculated) only if the student registers and attends the first class. Students can continue to attend classes only if they fulfill their financial obligations to the university.

## **Time Limitation**

All requirements for the MBA program must be completed within seven years from the date of matriculation and all course work transferred from other regionally accredited US institutions (or approved international institutions) must have been completed within seven years of ROSEMAN UNIVERSITY matriculation.

## **Academic Integrity**

To maintain academic integrity and professionalism in the MBA Program, academic/professional misconduct will not be tolerated. All students are expected to behave in a professional manner in all matters relating to their program of study. The MBA Program has established what constitutes academic or professional misconduct policies and the related disciplinary actions.

Academic misconduct includes, but is not limited to the following:

1. *Cheating* – Cheating is defined as, providing or receiving information and/or assistance during assessments. Examples of cheating include but are not limited to:
  - a. Looking at another person's paper during an assessment or allowing another person to look at your paper. This also applies to online assessments.
  - b. Collaborating with another person during individual assessments or assignments where the work is to be performed by the individual student. Bringing materials or information to an assessment that are not permitted. It does not matter whether you planned to use it or not.
  - c. Taking an assessment for someone else or having another person take one for you.
  - d. Doing an independent assignment for someone else or having someone do your independent assignment for you.
  - e. Exchanging notes or information between students during an assessment.
  - f. Obtaining information about an assessment that is not authorized.

- g. Printing and/or removing an assessment from the examination room without permission.
  - h. Changing an answer that has not been authorized on an assessment that has been returned to you for review. This policy applies whether the assessment has been graded or not.
  - i. Presenting joint work (2 or more) as your own independent work.
2. Plagiarism – Taking someone’s work and presenting it as your own without acknowledgement or giving credit to the originator of the work. It includes having someone else write a paper or assignment and putting your name on it and submitting it as your own.
3. Fraud – Falsification of information.
4. Misrepresentation – Providing misleading information.
5. Unethical Behavior – Violation of any ethical standards in your profession and/or academic program. An example of an unethical behavior is knowingly disclosing or participating in the disclosure of client information to unauthorized individuals.
6. Improper Behavior – Disruptive behavior in the classroom or other facilities.
7. Unprofessional conduct - Incompetent, unethical or illegal conduct which may deceive, defraud or injure clients, fellow students, faculty members or the public. Criminal convictions for crimes against persons or property.

### **Sanctions**

It is general policy that sanctions are consistent with the severity of the violation. Sanctions that may be imposed in instances of academic dishonesty and/or professional misconduct include, but are not limited to:

1. A no-pass for the assignment.
2. A no-pass for the block.
3. Dismissal from the MBA Program.
4. In case of violations of the “Acceptable Use Policy” sanctions range from being barred from the campus electronic network to suspension from the University.

In all instances, the violation shall be reported to the MBA Program Director, or designee and a permanent record of the violation will be recorded in the student’s academic file. Academic dishonesty will be noted on the student’s transcripts. Only those faculty members directly involved in the incident and those serving on panels that might hear a student’s appeal will be notified. If the student is found innocent of the violation, all related entries into the record will be deleted.

### **Attendance at Instructional Periods, Assessments, and Remediation**

Attendance is required at all scheduled instructional periods and all scheduled assessments and remediation/reassessment periods. Absence from instructional periods for any reason

does not relieve the student from responsibility for the material covered during the periods. Absence from scheduled assessments or remediation is permitted only under the following conditions:

1. Student illness, when accompanied by a physician's note describing the illness;
2. A personal emergency or emergency in the student's immediate family (i.e., parent, guardian, spouse, child, or sibling of the student) such as death, hospitalization or other emergency situation. In this case, the student must contact his or her instructor who shall consider the request and determine whether an excused absence is warranted.
3. Attendance at professional meetings, provided that the absence has been approved by his or her instructor and/or MBA Program Director at least two weeks in advance.

If an absence from a scheduled assessment or reassessment, supported by appropriate documentation, is excused, the student will be assessed using a different examination assessment instrument at a time set by the course instructor. Students with excused absences will be given the same assessment opportunities (not the same test questions) as students who were present at the assessment or reassessment. However, because the student could not participate in the team assessment, the student will not be entitled to receive team points on any makeup assessment. Working with the student, the course instructor should arrange for the student to take the assessment at the scheduled assessment period or during summer remediation or as soon as possible following the student's return to school. Every effort should be made to schedule the makeup assessment so that it does not jeopardize the student's performance on other scheduled assessments. The date and time of the makeup assessment may or may not be scheduled for regular school hours.

If an absence from a scheduled assessment is unexcused, the student will be required to attend the scheduled reassessment and pass that assessment or attend a scheduled end of block remediation period. Additional make-up work may be required if an absence from a scheduled reassessment is unexcused, the student will be required to attend a scheduled end of block remediation period (to be determined by block faculty) and be assessed on those competencies at that time. More than one unexcused absence per block/course is not permitted, that is the equivalent of 6 contact hours. Following an unexcused absence, the student will be notified, by the block instructor, that any additional unexcused absences, as is also stipulated in the course syllabus, will result in the student failing the block and/or being placed on probation (or dismissal if the student has other failing grades). (See Probation).

### **Class Start Time, Assessment Start Time and Class Hours Policy**

MBA classes which meet during the weekday evenings will be held from 5:30 p.m. to 9:30 p.m., during a weekday (i.e., Monday to Friday), and those scheduled on Saturday will meet 8:00 a.m. to 5:00 p.m. In the case of the joint PharmD/MBA or Orthodontic/MBA degree

program, class times during the first week of a block will be Tuesday to Friday, 8:00 a.m. to 3:00 p.m.; and during the second week, Monday to Friday, 8:00 a.m. to 3:00 p.m. In observance of these posted times, students and all faculty who are scheduled to teach, will be expected to be present during class hours except when otherwise approved by the curriculum committee and the faculty. This does not necessarily mean that faculty has no flexibility and must begin lecturing at 8:00 a.m. or 5:30 p.m. To facilitate learning, faculty has the latitude to allow students to study in their groups or work on special projects; however, that time should be defined and structured, and faculty should be available to assist and facilitate students in their learning. Students will not be allowed, "time off", "comp time" or time to complete assignments intended as "homework" off-campus during these times unless approved by the Curriculum and Instruction Committee and faculty body as part of the block plan/syllabus and the block plan/syllabus has been distributed to students in writing no later than the first day of the block.

Similarly, for the Evening/Weekend programs, the final or summative assessments are scheduled to begin at 2:00 p.m. of the last Saturday for the block unless otherwise approved by the curriculum committee and MBA Program Director. And for the joint PharmD/MBA program, those assessments are scheduled to begin at 8:00 am during the weekday. Start times for the team assessment and assessment review will be clearly communicated to the students prior to the start of the assessment. Times for remediation review and reassessments must be set and communicated to students prior to students receiving their results on the original assessment day in accordance with the Assessment Policy.

For the Weekday (PharmD/MBA) program, the scheduled dates for the final/summative assessments are the last Friday of the block and reassessments are scheduled for the Monday following the assessments. For the Evening/Weekend program, the scheduled dates for the assessments are the last Saturday of the block. Reassessment dates will be scheduled on the Monday following the assessment. These dates may only be altered in extenuating circumstances and with the approval of the Curriculum & Instruction **Committee and MBA Program Director** or his or her designee.

All blocks (or courses) will have a minimum of two assessments-which will consist of a mid-block (or mid-course) assessment and a final summative assessment, in addition to written, speaking and case analysis assignments. The final summative assessment may or may not be comprehensive.

Any deviations from this policy must be approved in advance by the Curriculum and Instruction Committee and the MBA Program Director or his or her designee.

**Curriculum**  
**Foundation Courses**

<b>Course #</b>	<b>Course Name</b>	<b>Course Description</b>
510	Leadership Communication	This course prepares students with the writing, public speaking, and teamwork foundation they will need throughout the program and throughout their careers. This course uses case analysis to emphasize current topics in business communication, such as plain language laws, persuasive strategies for use in written and oral communication. The assignments will enable students to target decision-makers' needs, craft verbal and quantitative arguments, and provide problem-solving, action-oriented content. Students will have extensive practice with memo reports, correspondence, interviewing, and speaking.
520	Financial Accounting	Accounting provides the primary channel of communicating information about business economic activity. In this course students will learn how to communicate financial results and data and understand financial statements and accounting reports
530	Legal Environment and Corporate Responsibility	This course focuses on the legal, ethical, and social responsibilities of corporate leaders. It provides an introduction to the Anglo-American legal system and the development of substantive and procedural law. The content of the course includes, but is not limited to, product liability, consumer protection laws, and the relationship between law and ethics. It also explores how cases are brought to court. It identifies different types of law, and it surveys various non-legal means of dispute resolution. The course emphasizes two foundational substantive law topics: contracts and torts.
540	Statistical Methods for Decision Making	Basic statistical techniques for decision-making including frequency, probability, sampling, estimation, tests of hypotheses, regression and correlation analysis. This course will provide students with an understanding of discrete and continuous probability distributions, interpret analysis of variance, linear regression, and correlation result and how to apply sampling methods for tests of hypothesis.
550	Business Economics	This course focuses on the study of the economic environment and their implications for the firm. It provides a general introduction to microeconomic and macroeconomic principles. The student will be able to understand national economic activity and production, inflation, unemployment, macroeconomic policy, money, the banking system and monetary policy, market models, production costs, output decisions, and etc.
560	Foundations of Management	This course provides a basic body of knowledge about leadership, management, operations management, marketing and strategic management, including principles, concepts and practices. This course provides a solid foundation for the MBA program

## Core Courses

<b>Course #</b>	<b>Course Name</b>	<b>Course Description</b>
605	Human Resource Management	This course introduces the technical and legal aspects of human resource management from a strategic business perspective. The course examines how to manage human resources effectively in the dynamic legal, social, and economic environment currently constraining organizations. Among the topics included are: formulation and implementation of human resource strategy, job analysis, methods of recruitment and selection, techniques for training and development, performance appraisal, compensation and benefits, and the evaluation of the effectiveness of HRM systems. Emphasis is placed on integrated human resource management with the overall business strategy.
610	Organizational Behavior and Leadership	This course focuses on how to become an effective leader by understanding and influencing human behavior. Students will be able to understand organizational culture, individual and group behavior, interpersonal influence and the organizational process and systems.
620	Marketing	This course focuses on how to create and communicate value to customers. Students will learn how to create value for customers, target market selection and product positioning.
630	Operations Management	This course focuses on developing student knowledge and skills to align the company's operations with its competitive position. Students will understand the strategic importance of operations and the operating system design. This course will also instruct students on managing the supply chain and how to apply quality assurance tools.
640	Management Information Systems	This course will instruct students how to use information technology, the fundamentals of databases, the use of artificial intelligence systems to aid in decision-making and the basis of electronic commerce. Students will also learn the steps, tools and techniques for systems development and information technology infrastructure and security safeguards.
660	Finance	This course provides students with the basic principles of corporate finance, including working capital management and long-term financial management. Students will be able to understand the function of financial institutions and capital markets as well as apply capital budgeting, discounted cash flow valuation, and risk analysis techniques.
670	Strategic Management	This course focuses on developing strategy formulation and implementation skills. Students will be able to develop and sustain competitive advantage and balance opportunities and risks. Students will learn how to apply analytical tools to perform in-depth analysis of industries and competitors, competitive behavior and sustainable competitive advantage. (To successfully complete this course, students must take the program summative assessment and Comp-XM Simulation).
690	Entrepreneurship	This course is the program's capstone course and provides students with an opportunity to construct, integrate, and refine their business plans. Students will then present them to external reviewers for evaluation. Students will have an understanding of entrepreneurial fundamentals and identify opportunities, perform valuation and risk assessment and understand strategies for mobilizing resources, managing contingencies.

## Elective Courses

<b>Course #</b>	<b>Course Name</b>	<b>Course Description</b>
600	Leadership Creativity and Innovation	This course focuses on visionary leadership and developing a culture of creativity and innovation. The student will be able to: create a vision for a company that its employees can share as a common goal; understand the subtleties of delivery, structure, and visual aids in great detail and decrease costs; use creativity techniques to develop new ideas, products and services; and, use innovation techniques to creatively implement ideas, products, and services.
650	Managerial Accounting	Students will learn the way in which accounting provides information for organizational decision making. Students will be able to use accounting information to assess performance and to improve organizational decisions.
665	Investment Finance	The objective of this course is to help students develop a basic understanding of the practice of investment analysis. Course coverage includes security trading mechanism, investment theories, and equity and bond valuations. Emphasis is on developing an understanding of the investment process. The course includes basic analysis and valuation of stocks, bonds, options and futures.
680	Advance Finance/Business Elective*	The course will focus on how to evaluate complex investments, how to establish firm financial policies, and how to integrate financial decisions. Students will learn how to perform advanced valuation analysis of firms, projects, and options, make strategic decisions involving financing, risk management, and dividend policies, and integrate financial decisions with other strategic decisions.
700	Independent Study Research (1-6 credits)	The purpose of this course is to introduce students to the processes of research methods and to assist them develop, design and carry out their chosen research projects. Emphasis will be placed on individual progress on the literature review and the why and how to research (methodology) the chosen project. Grading in this course is largely based on the student's research progress output, not on tests or presentations.
710	Professional Development Internship	The MBA Professional Development Internship is a learn-by-doing opportunity for students, under faculty supervision, to work with and shadow an executive in a business environment, and connect small, medium, and large businesses and professional firms with talented, dedicated, and motivated MBA students, in order to tackle and solve real-world business problems. Students may choose to do the internship at their place of employment.
720	Distinguished Leaders Speaker Seminars	The Distinguished Leaders Speaker Series is an integral component of the MBA Program curriculum. Through this lecture series, students are exposed to the latest ideas and issues that are shaping American and international businesses, as seen by the leaders in healthcare and other industries, including education and government, and by those who are facing these issues daily, and who can provide significant educational enrichment that complements the in-class curriculum.

## **MBA Student's Academic Responsibilities**

Prior to the start of each course, you need to get a list of required textbooks and order the texts well in advance of the first class session. The faculty will send you a syllabus before the first class, and every student is expected to come to class with a textbook. As soon as you receive the syllabus, read it, order your text, and determine what preparation is required for your first class. Be certain to come to the first class with your textbook and be appropriately prepared.

In all of your classes, you will be expected to demonstrate that you understand and can apply analytical and problem-solving skills; that you are able to build productive teams and work collaboratively with others to achieve excellent results; that you can communicate effectively in writing, speak persuasively, and work well with others; and that you can apply what you learned to the analysis and presentation of cases.

Since the emphasis of the program is on peer learning, case analyses, and team projects, your attendance is required at all scheduled instructional periods and all scheduled assessments and remediation/reassessment periods. Absence from instructional periods for any reasons does not relieve you from responsibility for the material covered during your absence. If an absence from a scheduled assessment or remediation assessment is excused, then you will be assessed using an assessment instrument different from those given to your classmates.

### **Preparation for Class**

To prepare for each class session, you should read the assignment, familiarize yourself with the concepts, review the cases and summary in each chapter, develop a preliminary set of answers to the case questions, and prepare to be a meaningful participant and contributor to your team assignments, case analyses, class discussions and presentations.

### **Team Assignments and Cases**

Our MBA classes incorporate “learn-by-doing” courses. In addition to the text and cases, each class draws upon previous experience and education and applies various management concepts and analytical tools to management problems and issues. You are expected to address management problems and opportunities, solutions, and strategies. The cases and exercises will normally be analyzed and reported on as a team. In each course, you will study a number of cases, and each team will be expected to present and lead discussions of several cases.

### **Teamwork**

Teamwork is a fundamental element of the ROSEMAN UNIVERSITY MBA program. Concepts and cases analyzed and presented as a team effort account for a large part of the learning process. Since the courses require integration of knowledge, team members will

need to work closely together and share knowledge of prior course work, apply information from the current course, and draw on relevant experiences.

Each team must quickly adapt to a system of coordination which identifies leadership, distributes fairly the workload, provides team members with new learning experiences, and completes the case and assignment in an effective manner, while also demonstrating knowledge of the case and applicable business concepts.

Team analyses and presentations are expected to demonstrate:

- Thoroughness of analysis (appropriate use of applicable tools, concepts, and techniques)
- Clarity of expression (focus, style, cohesion)
- Organization (appropriate use of visual aids and integration of analysis)
- Adequacy and soundness of answers and recommendations

In the ROSEMAN UNIVERSITY MBA program, we learn by doing, discussing and exchanging ideas with others. Peer learning is important as everyone brings a wealth of experience and knowledge. We emphasize thinking critically, communicating effectively, identifying issues, developing arguments, and making decisions. And in the process, you are expected to encourage and support your teammates.

## **Participation**

Class attendance is a necessary but not a sufficient condition for meaningful, valued participation. Participation involves committing to the learning process in the class as demonstrated by your engagement in the learning process. Significant behaviors involve being prepared for class, asking questions, challenging viewpoints, sharing relevant experiences, taking risks, participating in goal development, and so on. If other students have not had some subject related exchanges with you at the end of the third day, you will have to wonder about your class participation. Participation also involves your behavior as a team member. Your team members and your instructor will have ample opportunities to give you feedback on your teamwork skills.

The following are guidelines for ensuring the best possible level of participation in your courses:

### Exceptional/Expected level of Participation

- You were always prepared for class—had read all material and completed all assignments
- Participated in class discussions by asking questions and offering experiences—every class period
- Encouraged and supported others to participate—good listener
- Realistic risk taker—willing to try new things—actively engaged change each class
- Embraced uncertainty and paradox
- Devil's advocate—willingly confronted mediocrity (with supportive style)—challenged ideas and values

- Handled conflict constructively by collaborating and integrating
- Always takes responsibility for own decisions—slow to blame others
- Took a leadership role in class
- Willingly took on an extra share of the workload
- Demonstrated ability to enjoy work—showed good sense of humor—made class fun
- Incarnated the spirit of the class

#### Developmental level of Participation

- You were almost always prepared for class—didn't prepare one or two times
- Participated in most class discussion by asking a question or commenting on what someone else said
- Encouraged others to participate
- Would go along with some risk taking—would try out new things if others would
- Tolerated uncertainty and ambiguity
- Willing to listen to opposing viewpoints and opinions
- Handled conflict by compromising or accommodating
- Generally took responsibility for own decisions—some tendency to blame self or others
- Tried to take on a leadership role on a couple of occasions
- Pulled his or her weight in class
- Had generally positive attitude
- Looked up the word incarnated in the dictionary

#### Unacceptable Participation

- Generally skimmed material before coming to class—didn't really read and integrate material
- Hardly ever participated in class discussions
- Interrupted others, criticized or otherwise discouraged others from expressing themselves
- Closed-minded—resisted trying anything different
- No tolerance for ambiguity—wanted everything spelled out
- Disruptive devil's advocate—argued just to show off
- Handled conflict by dominating or avoiding
- Little acceptance of responsibility for own decisions—clear tendency to blame others
- Avoided leadership challenges—criticized or gossiped about those who tried
- Social loafer—skilled at getting others to do his or her work
- Complained about almost everything (without trying to engage constructive change)
- Did not take advantage of learning opportunity to practice management

#### Graduation

Graduation from the MBA Program requires students to successfully complete the program. A student may participate in graduation if he or she has only one "incomplete" AND it is scheduled to be taken. Only students who have completed the program may receive their diplomas. A diploma will not be ordered/issued for a student until he or she resolves any outstanding "incompletes" and receives a passing grade.

## **Method of Evaluation of Student Progress**

The MBA Program, in alignment with ROSEMAN UNIVERSITY policy, has set extremely high standards for student achievement. Student progress toward achieving block and program outcomes will be frequently evaluated. Thus, an instructor may give quizzes and other types of assessments during a course. A formal mid-course and summative assessment to determine whether a student has attained a particular set of competencies will be scheduled at the mid-point and at the end of each block of instruction. Remediation and reassessment will be available for students who do not initially meet the high assessment standard for competencies. Additional attention will be given to the continuing satisfactory academic progress of students who have been placed on academic probation.

## **Transcripts and Records of Student Performance**

The MBA Program uses an “A/F” system of recording student achievement. Students are evaluated using examinations, written and oral analyses, and self assessment.

### **Transcripts**

A student requesting a transcript must contact the Registrar Office.

### **Assessment Examinations**

The University and its faculty have set the standard achievement for each student at 90% for examination assessments. Therefore, in order to pass an examination assessment, a student must achieve a minimum score of 90% on each assessment. If a student does not achieve a 90%, then he or she must remediate that portion of the curriculum at a pre-designated time, be reassessed and achieve a minimum level of 90%. If a student does not pass the remediation test, the student must attend the scheduled remediation and pass the remediation assessment. If the student fails the remediation assessment, the student will receive an “F” grade for the course.

### **Written and Oral Analyses**

In most courses, the instructor will require students to prepare a course project/paper and/or a written analysis of a case and to give an oral presentation of it on assessment day. The written analysis will be due the day before the examination assessment at 8:00 a.m. for Weekday students and at 5:30 p.m. for Evening/Weekend students. If a student submits a written analysis after this deadline, the student shall receive an “I” grade for the course. The students shall orally present their cases immediately after the examination assessment. Students must complete the written analysis and oral presentation at an “A” level or they must revise the analysis and/or presentation until they meet an “A” standard.

Students who do not satisfactorily analyze and/or present the analysis shall be required to rewrite and/or re-present the case on remediation day. If the remediation day rewrite or presentation is not satisfactory, the student must rewrite or represent during another scheduled remediation date. The remediation opportunities and dates are set by the course instructor. At a minimum, the instructor will give the student three chances for reassessment and remediation. If the remediation rewrite or presentation is not

satisfactory, and eight weeks have expired since the end of the course, the student shall receive an “F” grade for the course.

### **Entrepreneurial Project**

In several courses, faculty will require students to prepare a written outline of an assigned portion of their entrepreneurial project. The written analysis will be due the day before the examination assessment at 8:00 a.m. for Weekday students and at 5:30 p.m. for Weekend students. If a student submits a written outline after this deadline, the student shall receive an “I” grade for the course. Students must complete the written analysis at an “A” level or they must revise the analysis until they meet an “A” standard. The final written Entrepreneurship Project must be submitted by the deadline provided by the Entrepreneurship instructor. (Note: The entrepreneurial plan is usually a business plan. Students who already have definite ideas about a business of interest may begin the necessary research early in the program and such students are encouraged to seek early assistance from the faculty.) If a student submits a written analysis after the deadline, the student shall receive an “I” grade for the course. Students must complete the written analysis at an “A” level or they must revise the analysis until they meet an “A” standard.

### **MBA Program Summative Test and Capstone Simulation (Comp-XM)**

Each student is required to complete an MBA Program Summative Test and the Capstone Simulation Test at a time designated by the Curriculum and Instruction Committee and MBA Program Director. These tests are given during or immediately after the student’s last course in the program (capstone course). These tests are usually scheduled on remediation day. Failure to take the MBA Program Summative Test and the Capstone Simulation Test will result in an “I” grade for the student’s final course grade. The “I” will be removed when the test is completed by the student.

### **Final Grade**

If a student does not receive an “A” or “F” grade, an incomplete “I” grade will remain on the student’s transcript until all requirements are completed. When all requirements are completed, the “I” grade will be converted into the grade the student earned for the course. The “I” grade will automatically convert to an “F” grade if the deficiencies are not completed within one calendar year after the end of the course.

### **Student Assessment Policy**

Note: All policies set forth for an assessment apply to the reassessment as well. Any deviation from these policies must be approved, in writing, by the Curriculum and Instruction Committee Chair and MBA Program Director and clearly articulated to students prior to the assessment.

### **Credit for Team Assessment**

Students who participate in the team assessment will receive additional points added to their individual assessment score in the amount of 5% of the total, provided that the team assessment score is at least 95%. If the team score is less than 95%, no additional points

will be credited to the students on that team. Participation in the team assessment is mandatory.

### **Extra Credit**

Extra credit points on an assessment will not be allowed.

### **Examination Process**

The length and complexity of the individual assessment should be such that the majority of students can successfully complete the assessment within a two-hour time frame. Following the individual assessment, the students will do the team assessment. Following the team assessment, the faculty member will review the problems on the test, providing the students the correct answer. Following the test review, the faculty member will return the assessments to the students marked with an "A" or an "I."

Faculty must clearly communicate the time allotted for the assessment to the students prior to the start of the assessment.

Faculty must also clearly communicate to students the following times:

- The start time for the team assessment;
- The amount of time allotted for the team assessment;
- The start time for the assessment review;
- The time at which assessments will be returned to students;
- The time at which the review session will begin on the designated remediation day; and,
- The time at which examination reassessment will begin on the designated remediation day.

Following the return of the assessments, students will have 30 minutes to address errors in scoring (i.e., Scantron errors, miscalculated scores, assessments labeled as "A" or "I" in error). Faculty shall not entertain requests for additional credit for any reason other than errors in scoring after the assessment review has finished.

### **Tardiness**

Students will not be permitted to enter the assessment room any later than 10 minutes after an assessment has begun. An unexcused tardiness will be considered an unexcused absence and will result in the student forfeiting participation in that assessment.

For the team assessment, failure to be present when the assessment is distributed will result in the student forfeiting his or her additional points.

## **Seating Arrangements**

Faculty reserve the right to designate a pre-arranged seating order. Faculty reserve the right to move students during the assessment.

*Students may ask to be moved at any time prior to, or during the assessment. Granting of this request is at the discretion of the proctor.*

## **Student-Initiated Clarifications During Assessments**

Faculty may determine on an individual basis whether or not questions from students will be answered during the assessment; however, if students' questions will not be answered, faculty must clearly state that to students prior to the start of the assessment.

## **Personal Property Permitted On or About Students During Assessments**

Only the items clearly designated by the instructor (e.g. pencil, calculator, charts, scrap paper) are permitted at the desk. Books, notebooks, papers, handouts, and class-related materials, as well as personal items such as coats, purses, PDAs, and book bags must be kept in a place designated by the instructor(s). Class-related materials may not be retrieved until AFTER the team exam.

## **Cell-phones and Other Communication Devices**

Cell-phones, pagers, and any other 2-way communication devices must be turned off and must be kept with personal items in a place designated by the instructor(s). A student having a cell-phone in his or her immediate possession during the assessment or the team assessment will forfeit his or her right to participate in the assessment or team assessment, and will receive no credit for either assessment.

Students should inform outside parties (e.g., spouses, children, etc.) before an assessment that, if there is an emergency during the assessment and they need to contact the student, they should call the general University number at 702-990-2000 and request that a staff employee or faculty member contact the student.

## **Communications and Breaks**

Students may not communicate with anyone (with the exception of the proctors) within the assessment room or anyone outside the assessment room during the assessment. Students may not communicate with anyone from another team during the team assessment.

Restroom breaks will be permitted at the discretion of the instructor. Only one student will be allowed to use the restroom at a time. Faculty reserve the right to accompany any student who leaves the assessment room for a restroom break.

## **Assessment Review**

The assessment review will take place at a pre-designated time following the team assessment. During the assessment review, faculty will have the opportunity to omit

questions or to accept multiple or alternative answers. Faculty will use their discretion to omit questions or accept multiple or alternative answers based on student input and their own analysis. If a faculty member who has written assessment items is not present, the faculty present will serve as the substitute for the absent faculty member if no other faculty member has been designated to assume this role. Faculty shall not entertain requests for additional credit for any reason other than errors in scoring after the assessment review has finished. When the review is complete, any requests to omit questions or accept multiple or alternative answers must occur in writing using the Assessment Appeals process (see Assessment Appeals). The written appeal must be submitted to the MBA Program Director within five business days from the day of the assessment or reassessment.

### **Disposition of Completed Assessments**

For summative assessments using Scantron forms, the original Scantron form will be retained by the faculty and a copy of the Scantron form will be returned to the student. In all other cases, the assessment will be returned to the students, once the results have been recorded. If Scantron forms are not used and a student does not pass a reassessment, the original copy of that student's reassessment must be kept by the instructor and such an outcome must be reported to the student within 48 hours of completion of the reassessment. A copy of that assessment will be made and returned to the student. The instructor will retain a copy for his or her records and the original copy will be given to the MBA Program administrative assistant and be retained in the student's record.

### **Remediation and Reassessment**

Following each summative assessment, a day is set aside in order to remediate and reassess those students who have not successfully achieved the set of competencies assessed. Students who do not pass will be required to attend a mandatory review session on the scheduled remediation day. The review session will be followed by a written reassessment on the same day. Students who are late (10 minutes after the scheduled start time) or fail to attend the review session will not be permitted to take the reassessment and will be required to attend end of program remediation. If a student does not successfully achieve the desired set of competencies following reassessment, the student will be required to attend end of program remediation. However, it is advised that the review, remediation and reassessment be done as soon as possible to increase the chances for student success. After the tutorial review/assistance provided by the instructor, the student will be assessed again on those competencies. Duration, scheduling, and other requirements for end of program remediation will be determined by the block faculty in conjunction with the MBA Program Director. End of program remediation is considered to be a part of the regular educational process and as such, the University will not charge additional fees or tuition for end of program remediation.

Following reassessment, if a student does not pass three reassessments during an academic year, the student will be placed on academic probation (See Probation). A student will be removed from academic probation once he/she has successfully passed all of the assessments required during end of program remediation.

## **Academic Standards of Progress**

### **Unsatisfactory Progress Following Remediation and Reassessment**

If a student exhausts all opportunities to pass the end of course assessment, remediation and reassessments, his or her grade for that course will change from an “I” incomplete to an “F” failure. (Note that since all business graduate programs require that students maintain a “B” or better grade average that a ROSEMAN UNIVERSITY MBA student can only earn one “F” for every 12 semester credits hours successfully completed.) If a student is allowed to remain in the program and retake the course, the “F” grade will remain on the student’s transcript in addition to most recent grade.

If a student fails more than two courses after all remediations during the program, the student will be required to withdraw from the program. The student’s status in such a case will be withdrawal “not in good academic standing” and the student may request re-admission through the Program’s Admissions Application process (See Withdrawal and Tuition Refunds).

Students failing to pass three courses after all remediation and reassessments will be required to withdraw from the program. Students failing to pass one (1) or two (2) courses and who wish to remain enrolled in the program will be required to retake the block next time it is offered and pay the tuition for that block. Such students are placed on academic probation as a result of receiving an “F” in a course after remediation. Progression through the curriculum will be determined as part of the terms of probation.

In the event that a block which a student needs to remediate has been modified and/or is covered by more than one block in a revised curriculum, the Curriculum and Instruction Committee may require a student to complete and pass more than one block assessment.

Students are allowed to repeat a block only once after failing to pass any end of course remediation. Students who fail to pass a reassessment which covers the material for which they received an “F” in an end of course remediation will be required to withdraw from the program. In other words, a student cannot retake a course more than once.

## **Policies and Procedures Pertaining to Professionalism**

The Roseman University of Health Sciences is committed to instilling in our students the importance of personal and professional honor and integrity. Our expectation is for our graduates to uphold and maintain the level of confidence and trust the public has placed on management professionals. Consequently, as a condition to accepting admission to the University, each student agrees to abide by basic standards of honesty and academic integrity. Students enrolled in the Roseman University of Health Sciences will:

- 1) Act with honesty and integrity in academic and professional activities. A student will never represent the work of others as his or her own.
- 2) Strive for professional competence.
- 3) Foster a positive environment for learning. A student will not interfere with or undermine other students' efforts to learn.
- 4) Respect the knowledge, skills and values of instructors and other professionals.
- 5) Respect the autonomy and dignity of fellow students, instructors, staff, and other professionals.
- 6) Seek treatment for any personal impairment, including substance abuse, which could adversely impact instructors or other students.
- 7) Protect the confidentiality of personal, academic, financial or business information.

### **Violation of the Standards of Professional Conduct**

A defining quality of a profession is its ability to police itself. To that end, it is the duty and responsibility of each member of the academic community to use his or her professional judgment to take appropriate action when an apparent violation occurs. Depending on the situation, the individual may attempt to resolve the situation on his or her own, or if that remedy is unsuccessful or if the violation is deemed serious, the individual witnessing the violation should report the incident to the classroom instructor. If there appears to be an adequate cause and inadequate redress by the classroom instructor, the individual witnessing the violation will communicate it to the MBA Program Director.

The MBA Program Director shall first make a preliminary inquiry into the allegation(s) to determine if there exists sufficient basis to conduct an investigation. If an investigation is deemed warranted, the administrator will meet with the student to inform him/her of the allegation; and with the class instructor present, the student will be allowed to respond. The administrator will determine if sufficient facts exist to mediate and resolve the problem alleged by the accuser(s) and the student. If the facts are in dispute, then the administrator may refer the matter to the Student Professionalism Board. If the student is dissatisfied with the administrator's finding of fact, the student can request that the issue be forwarded to the Student Professionalism Board. If the Board is called, the administrative officer and the class instructor shall prepare written charges based upon all information reported or known, and shall forward the written charges and a request to convene a hearing to the Chair of the Student Professionalism Board. A copy of the charges and the request will be sent via certified mail to the student. The Chair of the Student

Professionalism Board will notify the student in writing of the date and time of the hearing and shall also provide the student with a copy of the written charges.

### **Student Professionalism Board**

The Student Professionalism Board meets to consider violations of the Standards of Professional Conduct when requested by an administrative officer of the Program.

The Student Professionalism Board shall consist of two faculty members with a minimum rank of assistant professor and two students. Faculty members shall be elected by an annual vote of the full faculty. Faculty candidates elected to the Board will be those receiving the highest number of votes in the election. MBA students shall elect two student representatives and one student alternate representative to a term which shall expire upon the subsequent year's election. The two students receiving the highest number of votes in the election shall serve on the Student Professionalism Board, while the student receiving the third highest number of votes shall serve as an alternate representative. The MBA Program Director shall appoint the Chair from the elected faculty members serving on the Board.

If any member of the Professionalism Board feels that a conflict of interest in a particular case exists or is unable to attend a hearing, said member shall notify the Chair, who will appeal to the MBA Program Director to provide a substitute. If any member of the Board feels that there is a conflict of interest where a Board member has not recused himself or herself, the Board may, by a majority vote, require the recusal of the individual in question, whereupon the Chair shall appeal to the MBA Program Director to provide a substitute.

The purpose of the Student Professionalism Board is to provide investigative assistance to the MBA Program on cases involving academic and/or professional misconduct and when appropriate, make a recommendation with respect to the sanctions to be imposed.

### **Procedure for Hearings Regarding Violations of the Standards of Professional Conduct**

1. The Chair of the Student Professionalism Board will notify the student in writing of the specific charges and the date and time of the hearing.
2. Except as provided below, the hearing will be closed to all individuals not directly involved.
3. The student may petition the Student Professionalism Board to allow a non-administrative faculty member (such as an academic advisor) to be present during the hearing to assist the student. The request must be in writing and must identify the faculty member the student wishes to have present. Under most circumstances, the Student Professionalism Board will grant the request unless the faculty member has been involved in the incident or will be called as a witness during the hearing. Unless specifically allowed by a majority of the Student Professionalism Board, the faculty member will be limited to advising

- the student during the hearing and will not be permitted to directly participate in questioning witnesses or make statements on behalf of the student. The Board may hold hearings when all members are present, including being telephonically linked, at the meeting.
4. The specific charges will be read to the student by the Chair of the Student Professionalism Board at the beginning of the hearing.
  5. The student may testify and present evidence and witnesses on his or her behalf. The student is subject to questioning by members of the Student Professionalism Board, as are all witnesses.
  6. Witnesses named in the written charges may also be brought before the Student Professionalism Board and may be questioned by the student.
  7. The Student Professionalism Board may wish to consider written affidavits or other written statements in its deliberations. The Chair of the Student Professionalism Board shall provide copies of those documents to the student at least two days prior to the hearing.
  8. After the presentation of all evidence, the Student Professionalism Board shall determine, based on the evidence presented, whether it is more likely than not that the charges made are true.
  9. If the Student Professionalism Board determines that the charges are true, it may also make a recommendation with respect to the sanctions to be imposed. In making its recommendation, the Board may consider any prior disciplinary action against the student or any other information it deems pertinent to such recommendation. The Student Professionalism Board shall forward a written report to the MBA Program Director and to the student.
  10. The MBA Program Director will make a final determination as to the disposition of the matter and will forward this decision in writing to the student.
  11. The student may appeal the decision of the MBA Program Director according to the Student Appeal Process.

## **Consequences of Unsatisfactory Achievement of Academic and/or Professional Standards**

### Probation

The MBA Program Director will communicate with students on probation due to unsatisfactory or deficient academic performance on probation. The MBA Program Director also will inform a student who exhibits inappropriate professional conduct on campus about probation. Students on probation are required to satisfy and comply with the terms and/or conditions of their probation.

### Academic Probation/Withdrawal “Not in Good Academic Standing”

If a student’s performance is unsatisfactory in one or two courses (after remediation), the student will be placed on academic probation. The MBA Program Director will acknowledge the student’s placement on academic probation and will specify the terms of probation in a written document. Included in this document will be: (1) a statement informing the student that unsatisfactory progress during the program will require the student to withdraw from the program “not in good academic standing” and (2) a statement reiterating the MBA Program’s Withdrawal Policy. This document will be delivered either by certified mail or hand-delivered to the student.

Under normal circumstances, a student will be removed from academic probation once he/she has successfully passed all of the reassessments required during remediation.

During academic probation a student is required to meet regularly with his or her MBA Program faculty advisor or the course instructors where remediation is required.

### Probation for Professional or Personal Misconduct

Students who exhibit inappropriate professional or personal behavior will be placed on Probation for Professional or Personal Misconduct. Inappropriate professional or personal behavior includes, but may not be limited to the following: excessive absences, disruptive behavior in class; inappropriate or disrespectful behavior toward fellow students, faculty, or staff; and, unprofessional dress, language, or conduct as defined by the MBA Program Faculty.

Matters involving a student’s inappropriate professional or personal behavior on campus will be brought to the attention of the MBA Program Director who will subsequently bring it to the faculty’s attention. The MBA Program Director will acknowledge the student’s placement on Probation for Professional or Personal Misconduct, and will specify the terms of probation in a written document, including further disciplinary action to be taken should the terms of probation not be met within the specified time. This document will be delivered either by certified mail or hand-delivered to the student.

During the probationary period, the MBA Program Director shall be responsible for monitoring the student’s progress toward meeting the terms of probation. Once the student has satisfied the terms of probation, the MBA Program Faculty and Director shall render a decision regarding the student’s status in writing to the student.

## **Suspension**

Suspension of a student is a serious action and is only considered in situations of consistent or persistent academic difficulties, or for persistent professional or personal misconduct. A recommendation for suspension shall not be made unless the student has first been placed on probation and the terms of probation not met. Suspension may be imposed for up to one calendar year.

The MBA Program Director will notify the student of his or her suspension, including the terms and conditions of the suspension, within a reasonable timeframe. The decision shall be delivered to the student by hand or by certified mail and receipt acknowledged by signature. This decision will also include the length of time the suspension will be in force. During any imposed suspension, the student is prohibited from attending or participating in any instructional sessions or any College or University events that are not open to the general public.

At the end of the suspension period, the student may petition the MBA Program Director, in writing, to allow him/her to return. The MBA Program Director shall consider the request and notify the student and the administrative officers, in writing, of the exact date and conditions under which his or her status will be reinstated or the official termination date of the student.

## **Termination**

The Roseman University of Health Sciences MBA Program reserves the right to terminate a student at any time in order to safeguard its standards of scholarship, professional and personal conduct, and orderly operation. Any action which threatens or endangers, in any way, the personal safety and/or well-being of self or other, or which disrupts or interferes with the orderly operation of the MBA Program or University shall be cause for immediate termination of the student. A student who is terminated may not be reinstated under any circumstances.

## **Withdrawal**

Attendance in the MBA Program is a privilege granted in consideration of specified levels of performance and of maintaining the established standards of scholarship and personal and professional conduct.

The MBA Program reserves the right to require withdrawal at any time it deems necessary to safeguard its standards of scholarship, conduct, and orderly operation. The student concedes this right by act of matriculation.

## **Voluntary Withdrawal**

Application for voluntary withdrawal from the MBA Program must be made in writing to the MBA Program Director. Except in rare and special circumstances, the application will be accompanied by a personal interview with the MBA Program Director. Every effort should be made by the student to assure that no misunderstandings or errors occur in the withdrawal process. The MBA Program Director will provide the student with the forms

necessary to process the official withdrawal. Withdrawal is not complete until the required forms are signed by the student, the Director of Financial Aid (whether or not the student has received financial aid), and the MBA Program Director.

The procedure for Voluntary Withdrawal is as follows:

1. The student makes a written request to the MBA Program Director to voluntarily withdraw from the College.
2. The MBA Program Director prepares the necessary forms for withdrawal and schedules a withdrawal interview.
3. The withdrawal interview attended by the student and the MBA Program Director is held, and the terms of withdrawal agreed to and put in writing. The student must also meet with the Director of Financial Aid, regardless of whether or not the student received Financial Aid.
4. The completed withdrawal form and terms of withdrawal are signed by the student and returned for signature to the MBA Program Director.
5. Once all forms are signed and dated, the withdrawal process is complete.

### **Mandatory Withdrawal**

Students who fail more than two courses during the program are required to withdraw from the program “not in good academic standing”. Students who leave the MBA Program without completing the established withdrawal procedure within 30 days will automatically be terminated from the University. A student who did not register and complete at least one course in an academic year will be considered withdrawn. Students who are terminated in this manner will not be considered for re-admission at a later date.

The procedure for Mandatory Withdrawal is as follows:

1. The MBA Program Director will inform the student in writing that due to unsatisfactory academic progress, the student is required to withdraw from the MBA Program.
2. The MBA Program Director will prepare the necessary forms for withdrawal and schedule a withdrawal interview.
3. The withdrawal interview, attended by the student and the MBA Program Director will be held, and the terms of withdrawal agreed to and put in writing. The student must also meet with the Director of Financial Aid, regardless of whether or not the student has received Financial Aid.
4. The completed withdrawal form and terms of withdrawal will be signed by the student and returned for signature to the MBA Program Director.
5. Once all forms are signed and dated, the withdrawal process will be complete.

### Conditions for Readmission for Students Withdrawing “in Good Academic Standing”

Students who withdraw “in good academic standing” (i.e., not on academic probation) are not assured of readmission unless it is a part of the final written decision and/or agreement made between the MBA Program Director and the student. Unless circumstances determined by the MBA Program Director warrant, students who are granted re-admission following withdrawal in good academic standing can reenter at the point previously completed (if the courses completed are within the last seven years). The student will pay for the remaining blocks and will be expected to proceed normally through the program.

### Conditions for Readmission for Students Withdrawing “Not in Good Academic Standing”

Students, who withdraw while on academic probation, do so “not in good academic standing”. Students who withdraw “not in good academic standing” may request re-admission through the MBA Program’s Admissions Application process unless otherwise stipulated.

### **Leave of Absence**

A student in good academic standing (i.e., not on academic probation) may request a leave of absence due to occurrence of medical problem(s), serious personal problems, financial problems, or pregnancy.

Students requesting a leave of absence must apply in writing to the MBA Program Director. In the event of a medical problem, the request must be accompanied by a letter from a physician describing the nature of the disability for which the leave is requested and the estimated length of time needed for recovery. The MBA Program Director shall determine whether or not the leave is to be granted and the conditions under which the student may return to school. Students requesting leave of absence should note that there is a seven years time limit for completing the MBA program.

A leave of absence requested for a full academic year will be for one year only with expected reinstatement at registration for the following year. Leave of absence requested more than one month after registration for any given academic year will be granted for a period not to exceed the number of months remaining until the registration date for the next academic year.

A student who is granted a leave of absence for an entire academic year must submit a letter of intent to return to classes to the MBA Program Director at least three months prior to the requested date of return. It is the student’s responsibility to keep the MBA Program Director informed of any change of address while on a leave of absence.

If the student has not paid 100% of the tuition during the year in which the leave is granted, the balance of the tuition plus any increase in tuition or fees will be payable in the next year of attendance.

Leave of absence may be extended to a maximum of two years. The terms and conditions of the leave will be determined by the MBA Program Director.

The procedure for obtaining a leave of absence is as follows:

1. The student makes a written request to the MBA Program Director for a leave of absence.
2. The MBA Program Director prepares the necessary leave of absence forms.
3. The MBA Program Director and the student meet to discuss the request. The MBA Program Director shall determine whether or not to grant the request and the terms of the leave of absence, if granted. Any terms shall be put in writing for the student and the MBA Program Director to sign.
4. If the request is granted, the student shall complete the leave of absence form, sign and date it. The student shall then return the completed form to the MBA Program Director who shall sign and date it. The student must meet with the Director of Financial Aid to verify that the student does not have any outstanding financial obligations to the University.
5. Once all forms are signed and dated, the leave of absence process is complete. For purposes of calculating tuition reimbursement, the official date of the leave of absence will be the original date of receipt of the student's request, providing the leave is granted.

## **Student Appeal Process**

### Assessment Appeals

If a student feels that an assessment has been evaluated unfairly or in error, he/she should submit a written account of his or her reasons for believing he/she has not been evaluated fairly or in error to the MBA Program Director.

The MBA Program Director shall determine if the situation merits convening the Student Assessment Appeals Committee. The Student Assessment Appeals Committee is convened on an as-needed basis, and is composed of two faculty members appointed by the MBA Program Director and two students appointed by the MBA Program Director.

After considering the points-of-view of both the student and the faculty member(s), the Student Assessment Appeals Committee shall make a recommendation to the MBA Program Director who shall render his or her decision. The MBA Program Director shall communicate this decision in writing to the student and the faculty member(s) involved. The decision of the MBA Program Director is final.

### Appeals of Withdrawal Decisions

Unsatisfactory performance on three courses ("I" letter grade) during the program automatically results in a student being required to withdraw "not in good academic standing" (See Academic Probation/Withdrawal "Not in Good Academic Standing"). The requirement to withdraw and any stipulations or conditions regarding the student's return to the program may not be appealed. Students may, however, appeal the outcome of an assessment as noted above.

### Appeals of Probation Decisions

If a student feels he/she has been treated unfairly in a matter involving probation, he/she may appeal that decision to the MBA Program Director. The MBA Program Director shall consider the appeal and render his or her decision. The MBA Program Director shall communicate this decision in writing to the student.

If the student is still dissatisfied, he/she may appeal the MBA Program Director's decision in writing to the Vice-President for Academic Affairs. The Vice-President for Academic Affairs shall consider the appeal and render his or her decision. The Vice-President for Academic Affairs shall communicate this decision in writing to the student. The decision of the Vice-President for Academic Affairs shall be final.

### Appeals of Suspension Decisions

If a student feels he/she has been treated unfairly in a matter involving suspension, he/she may appeal that decision to the Vice-President for Academic Affairs. The Vice-President for Academic Affairs shall consider the appeal and render his or her decision. The Vice-President for Academic Affairs shall communicate this decision in writing to the student. The decision of the Vice-President for Academic Affairs shall be final.

### Appeals of Termination Decisions

If a student feels he/she has been treated unfairly in a matter involving termination, he/she may appeal that decision in writing to the Vice President for Academic Affairs. The Vice-President for Academic Affairs shall consider the appeal and render his or her decision. The Vice-President for Academic Affairs shall communicate this decision in writing to the student. The decision of the Vice-President for Academic Affairs shall be final.

### **Record of Students' Complaints**

The student may submit a written complaint to the MBA Program Director. A student may also submit a written complaint to a student class officer (e.g., class president, vice president). The MBA Program Director will formally investigate a student's written complaint. If the complaint involves the MBA Program Director, the Vice-President for Academic Affairs will assume responsibility for leading the investigation. All written complaints will be kept in a confidential, secured file in the MBA Program Director's office.