



TARLETON
STATE UNIVERSITY

Graduate Student Guidebook

Department of Management

MS Management with
concentrations

2021/2022

Welcome to the TSU Department of Management!

We welcome you to Tarleton State University, the Department of Management, and the Master of Science in Management program! We are proud of our school history and the accomplishments of our students, faculty, and alumni. Please use this Guidebook as your source for program information but remember that it is not intended to replace the personal feedback and guidance we hope you will solicit from our faculty and staff. We are glad to welcome you as a member of the Tarleton State University community and look forward to your development as a successful graduate student and productive member of the Management profession!

The Tarleton Management faculty have adopted the provisions of this Guidebook as the official procedures for students in the program. This Guidebook supersedes any previous guidelines, handouts, and/or brochures. Students are responsible for adherence to the policies in the Guidebook. Any questions about this information can be directed to the Department Head, Program Coordinator, or Program Manager.

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The information presented in this Guidebook summarizes the current departmental procedures and regulations governing graduate work in the Department of Management's MS MGMT program. This Guidebook is broad in scope and is intended to supplement and extend the more general University-level requirements. Although this Guidebook is designed to serve as a resource, it does not replace or supersede higher level programs, policies, and procedures of Tarleton State University. Students are required to become familiar with this material, as well as the Tarleton State University's Catalog and Student Handbook, throughout their graduate program.

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Introduction

Greetings from the Department of Management at Tarleton State University! Our Department is comprised of a community of scholars with expertise in both business and academics. Please visit the Department and MS-Management websites for more information.



COB Mission Statement

The College of Business creates a dynamic learning environment for a diverse student population with a broad range of backgrounds, perspectives, and experience to develop the knowledge and skills needed to become productive contributors to the global business environment.

COB Vision

The College of Business at Tarleton State University will be a regional leader in business education.

MS MGMT Mission Statement

The mission of the Master of Science in Management program is to provide a relevant, high-quality, specialized education in Management. The program objective is to develop the students' critical thinking and decision-making skills and connect them with business leaders, thereby preparing them for successful business careers in a global business environment and enhancing life-long learning. The concentrations offered with this degree allow the student to focus on a specific aspect of Management to help the learner become a subject specialist for the organization.

MS MGMT Program Goal

The Goal of the MS MGMT program is to equip students with the skills and knowledge to be effective as managers capable of effectively managing the day-to-day operations of an organization. The program courses are designed to develop competencies required of today's professionals in the areas of their specializations. As part of this objective, the program is

MS Management Program

designed to provide the educational background necessary to be an outstanding manager in today's workforce.

MS MGMT Concentrations

In conjunction with industry partners, the MS in Management program offers the following concentrations to meet the need of various industry segments and professions.

- Business Analytics - interpret and determine business information needs, analyze business data, and communicate results with business management and leadership.



- Executive Communication - work at the executive level as an expert writer.



- Human Resource Management - accelerate your career and build leadership potential.



- Management and Leadership - achieve higher levels of management and leadership as an emerging executive.



- Recreation and Sports - run, own, or manage facilities in the recreation or sports arena.



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- Self-Design - choose your graduate education and business management career path, allowing you to blend course work and content from different disciplines into a unique business management program experience.
- Social Media Strategy - understand, manage, and leverage social media in the modern marketing and business environment.



In the fall of 2022, the program's concentrations are expanding to include:

- Employee Relations - This concentration relates to but differs from the HRM concentration. The concentration will allow students to develop the necessary knowledge and skills to enhance diversity within organizations, assess employee performance, resolve conflict, and create a positive employee experience for greater, positive business results.
- Logistics - Logistics is a subset of supply chain management that focuses on the movement, storage, and flow of goods, services, and information within the overall supply chain. Further, logistics tends to be a little more quantitative since it focuses on the efficient movement and storage of goods. On the other hand, supply chain management tends to be more soft skills
- Marketing – Consistent with the American Marketing Association's definition, this concentration delves into the “communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large.”
- Small & Family Business – Managers in a small or family business face unique challenges that the classic Fortune 500 firm manager does not see. This concentration prepares managers for those unique challenges and expands on the entrepreneurial mindset required for a start-up.
- Supply Chain Management - Supply chain management is an overarching discipline that links together multiple business processes to achieve a competitive advantage. Supply chain management is more strategic and sets up the operational framework in which logistics is performed. The discipline also tends to focus on sourcing, contracting, relationship management, and collaboration.

Admissions

New Students are accepted to the Department of Management in all regular semesters.

MS Management Program

Apply to the College of Graduate Studies (COGS) (*Admission to the College of Graduate Studies does not automatically admit a student to a graduate degree program.*) Follow the directions on the COGS website.



COGS

Complete and submit the online application →



Apply

First Steps Following Admission

Applicants who have a 3.0 or above GPA will be fully admitted. Applicants with a 2.5 to 3.0 GPA on their overall score or on their last 60-hours of classwork will be conditionally admitted. Students admitted under this category are placed on Academic Warning. Students must achieve a 3.0 cumulative grade point average their first semester of enrollment or they will be placed on Academic Suspension. See "Graduate Student Performance" section.

Leveling

There are no prerequisite or leveling classes required for the MS MGMT.

Course Delivery

The Department of Management offers all program courses online and some courses offered as hybrid, evening, or weekend courses at the Fort Worth campus during the regular academic year. The MS MGMT is offered primarily as an online program.

Program Courses and Course Rotation

The MS MGMT Program is a 30-hour program *at a minimum*. The actual credit hours taken may be adjusted based on the students' chosen concentration, career goals, and the expectations of the MS MGMT Program Coordinator or the student's Advisory Committee (AC) for students completing the Thesis option. Students who wish to pursue a doctoral degree are encouraged to take the Thesis option, which will require additional courses (at least two Thesis courses).

Go to the program webpage or the individual concentration webpages (Page 4) to see the courses required for the MS MGMT degree.



Time Limit

All requirements for the MS MGMT degree must be completed within six (6) consecutive calendar years from the time the student first enrolls in program courses until graduation. Courses must not be more than six years old at the time of graduation, with exceptions being granted to members of the Armed Forces.

(Students serving on active duty with the U.S. Armed Forces between the dates of their matriculation and graduation, the six-year limit will be extended one year for each year of active duty served, up to a maximum of four years.)

A student will not be granted a degree based upon completion of requirements set forth in a catalog more than six years old.

Transfer Hours

A maximum of 12 hours of graduate work completed at another regionally accredited institution may be transferred into the MS MGMT program under the following conditions:

1. The student must submit a transcript and syllabus to the MS MGMT Program Coordinator when making the request. The course(s) must be equivalent to the MS MGMT program courses. The Department has the final say if the course is acceptable.
2. Credit for course work submitted for transfer must be shown in semester credit hours or equated to semester credit hours.
3. Courses shall be less than six years old at the time of graduation.
4. Students must have earned an A or B in all courses transferred.

Dual Degrees

Tarleton's transfer policy offers the option for students to complete two graduate degrees while simultaneously reducing the overall course completion commitment. It works like this. The student completes the first graduation program, then reapplies to the Graduate School for a second master's degree, and uses up to 12-hours from the first degree as part of the second. The 12-hours being transferred in must conform to the Transfer Hours section above.

Class Registration

Use the QR code/link to access registration →

- It is important to remember that the availability of classes cannot be guaranteed, and overrides into closed sections are not always permitted. Students will need to access DuckTrax to accurately source current class offerings and register for classes. A course schedule is also available in Ducktrax.
- Advance registration for the spring semester is held the preceding fall semester, and advance registration for the summer and fall semesters is held the preceding spring semester. Only students enrolled in the semester in which advance registration is held are eligible to register early. All others must participate in the regular registration process.
- Classes fill up quickly, and students are encouraged to register promptly. Students can locate classes and view current course availability on DuckTrax.
- **Note:** If payment is not made on time, the University will drop a student's registration. It is the student's responsibility to ensure that payment is made on time. The academic calendar on the Tarleton State University homepage includes payment deadlines:.



Registration



DuckTrax



Calendar

Full-Time Status

The University defines graduate full-time status as being registered for a minimum of nine (9) semester credit hours during a fall and spring semester and six (6) semester credit hours during a summer semester. International students should contact the College of Graduate Studies to determine the minimum number of credit hours required, and the mode of delivery of those classes, depending on the type of visa held.

Maximum Hours

Graduate students must get approval from the MS MGMT Program Coordinator prior to enrolling in more than 12 (twelve) credit hours during the regular semester or 9 (nine) credit hours in a summer semester. Graduate students are limited to a maximum of 16 (sixteen) credit hours during a regular semester and twelve (12) credit hours in a summer semester.

Degree Plan

All students are required to have a degree plan on file with the College of Graduate Studies. A student will not be permitted to make application for graduation without a degree plan. A student will receive a degree plan upon full admission to the Department. The Department highly recommends a student check in Degree Works or with the College of Graduate Studies prior to attempting to register for graduation to assure his or her degree plan is on file.

Thesis Option

The Thesis involves an original research project under the direction of a graduate faculty member and the preparation of a Thesis in addition to prescribed course work. *Minimum* requirements for the Thesis track are 36 hours above the Baccalaureate. Students will follow the courses listed for their respective degree programs with the addition of at least two Thesis courses (6 hours). Because of the research emphasis in the thesis track, additional background courses or additional undergraduate leveling work may also be required. In some cases, additional Thesis courses may be required to complete the program but will not be counted toward the program credit hours.

Intent to pursue a Thesis: Upon acceptance for graduate study in the College of Business, students must declare their intent to pursue the Thesis option with the MS MGMT Program Coordinator. The Program Coordinator and the Management Department Head will determine the suitability for a student to pursue a Thesis based primarily on their undergraduate preparation, undergraduate GPA, and the level of success in courses at the graduate level early in their program. The student will then work with the MS MGMT Program Coordinator to determine a focus area or topic of study in very broad or general terms. Based on the student's area of interest or topic, the MS MGMT Program Coordinator will recommend graduate faculty who have experience or interest in that area to act as the Thesis Advisor (Chair). However, it should be noted that accepting the role as a Thesis Advisor is at the discretion of each faculty member based on their workload, interest in the topic area, and interest in acting as a Thesis Advisor. Due to these constraints, not every student who expresses an interest in pursuing a Thesis will be allowed to do so.

Collaboration with faculty during thesis work: Since a significant amount of personal interaction, mentoring, and guidance is required between the student and faculty members for the successful completion of a Thesis, students who pursue a Thesis must commit to substantial collaboration with his or her Advisor and Committee members. Because the MS MGMT program is predominantly conducted online, Advisors and Committee members will work with students to determine the specific collaboration/communications requirements.

Thesis Advisor (Chair) and Thesis Advisory Committee: Faculty members who elect to act as Thesis Advisors (i.e., major professor or Thesis committee chair) must be a member of the graduate faculty and must be approved for such assignments by the Head of the Management Department. The Thesis Advisor will work with the student to develop the specialized area for research and the composition and appointment of a Thesis Advisory Committee. The Thesis Advisor, along with the Thesis Advisory Committee, will guide the student in completing the Thesis during their program. The Thesis Advisory Committee usually consists of the Advisor and two or three other faculty members with interests or backgrounds that complement the student's Thesis topic.

Thesis Proposal: Upon completion of sufficient coursework and under the direction of the Thesis Advisor, students will develop their Thesis Proposal per the College of Graduate Studies Thesis Manual. The "Proposal" is generally considered to consist of the Introduction, Literature Review, and Methodology sections of the Thesis. With approval by the members of the Thesis Advisory Committee, each student will make a formal presentation of their research topic to their Advisory Committee and other invited guests, "proposing" their research study. If the Thesis Proposal is accepted and approved by their Committee, the candidate may continue with their Thesis. If the Proposal is not accepted, the student will be given feedback on how to improve their Proposal. Students may attempt the Proposal once per long semester (fall, spring).

COGS Thesis manual →



Thesis
Manual

Thesis Defense: Upon completion of the Thesis and preparation of the final document per the College of Graduate Studies Thesis Manual, and with approval by the members of the Thesis Advisory Committee, each student (called candidates) will make a formal presentation to "defend" their research and findings in an open, public forum per the College of Graduate Studies requirements. If the defense is not successful on the first attempt, the specific area(s) of weakness will be identified to the candidate so that corrective action may be taken before the next attempt. Candidates may attempt their Thesis defense once per long semester (fall, spring). If a second attempt is unsuccessful, the candidate must complete additional course work with a B average before scheduling the third attempt. Candidates who attempt the Thesis defense three times and are not successful will be dropped from the program.

Ethical Standards

The MS Management program strives to equip students with the tools to become effective managers. Effective management practice includes maintaining professional and ethical behavior and practices. Accordingly, students are expected to maintain professional demeanor and protocol in the MS Management program. Such demeanor includes, but is not limited to:

- Personal and professional integrity
- Responsibility for one's own behavior, tasks, assignments, and life lessons
- Consideration, caring and sensitivity to peers
- Practice of ethical and professional behavior
- Openness to constructive feedback and willingness to make suggested changes

Integrity Standards

One of the most valuable assets a management professional owns is their reputation for integrity. The MS Management program is designed to prepare students for a successful career in management. Accordingly, only the highest standards of integrity must be practiced.

A student may be referred to the office of the Dean of Students if suspected of an academic integrity infraction (e.g. academic dishonesty as defined in the Academic Conduct Policy from Student Rules). If the student is found to have been responsible for an infraction, the management department head convenes a council of three graduate faculty members to consider whether the infraction(s) is sufficient to expel the student from the MS Management program. Those three graduate faculty members cannot include the professor who referred the student to the office of the Dean of Students for the infraction which prompted this council.

The council's decision can range from doing nothing more than what the office of the Dean of Students has imposed to expulsion from the MS Management program. The decision could also consider suspending the student for any period determined by the council.

Appeals Process

The student has a right to appeal the decision of the faculty council to the Head of the Management Department. The appeal must be made within five business days of the date when the council's decision was delivered to the student. The student must clearly specify the basis upon which the appeal is made (i.e., bias by the council members, evidence not considered appropriately by the council, new evidence not available to the council, etc.). If the student wants to appeal the decision of the Management Department Head, the student has the option to

appeal to the Dean of the College of Business. The appeals process beyond that needs to be made to the Dean of the College of Graduate Studies.

Further, all students are expected to understand and practice the ethical codes and standards of conduct of the following:

- Policies and Procedures of the Department of Management

- TSU Student Rules →



- TSU University Rules →



Violations of any of these policies, ethics, or rules could deem a student unfit to continue studies in the Department of Management. Faculty of the Department of Management are the gatekeepers to the Management profession and, thus, have an obligation to respond when students are in violation of any of these rules. Further, it is the student's responsibility to read and refer to these rules and policies if a situation should arise.

Student's Responsibility

Students are responsible for their learning. Other responsibilities include:

- Knowing the contents of the Department of Management MS MGMT Student Guidebook.
- Regularly checking the Department's website, Go Tarleton email accounts, and Canvas for deadlines and information.
- Reading the TSU Catalog each year to determine if changes impact them.
- Reading and adhering to the Department and University policies, rules, and professional ethical standards.
- Meeting registration and payment deadlines.
- Participating in activities and projects, internal or external to the University, which will enhance their learning experience.
- Participating in academic research beyond the classroom.
- Filing and maintaining a current degree plan.

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- Being aware of and adhering to all course prerequisites.
- Preparing for courses by arranging to attend regularly scheduled classes, allowing for adequate study time, completing assignments on a timely basis, and taking the exams as scheduled.
- Becoming identified with the professional community by joining a professional organization or association (World at Work, ASTD, etc.)
- Working toward or attaining professional certification
- Maintain at least a 3.0 GPA.

Graduate Student Performance

Students enrolled in the College of Graduate Studies are required to maintain a high level of performance and comply fully with the policies of the institution. The College reserves the right to suspend any graduate student who does not maintain satisfactory academic standing or fails to conform to University policies, rules, and regulations. The College reserves the right to impose sanctions beyond the University's policies, rules, and regulations (See Student Code of Conduct Section on Student Conduct Outcomes).

Students who have achieved admission are expected to maintain a minimum 3.0 Overall GPA on graduate work completed at Tarleton.

Note: A student's cumulative GPA is calculated based on coursework attempted at Tarleton State University, and a student's overall GPA is calculated based on coursework attempted at Tarleton State University plus any applicable transfer coursework.

If a student's cumulative GPA or overall GPA falls below the 3.0 GPA minimum in a particular semester, they will be given notice of unsatisfactory academic performance. To correct this unsatisfactory condition, the student must attain a 3.0 cumulative GPA during their next enrollment period.

If for a second semester during the student's program, a student's cumulative GPA or overall GPA falls below the 3.0 GPA minimum, they will be given notice of unsatisfactory academic performance, and they will be automatically suspended for one semester (fall, spring, or summer). To correct this unsatisfactory condition, the student must attain a 3.0 cumulative GPA during their next enrollment period.

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A graduate student is allowed one suspension. If poor academic performance results in a second suspension, the student will be dropped from the program and maybe permanently dismissed from the University.

Note: Graduate students on suspension must reapply (including the application fee) to the College of Graduate Studies for reinstatement.

At the end of any grading period, if a student's overall GPA falls below 2.0, they will be automatically suspended and dropped from the program.

Monitoring Student Performance

Using their professional judgment, members of the Department of Management faculty continually evaluate student performance (academic and professional responsibility). Some, but not all, criteria used by the faculty to assess students include:

- Adherence to College, Department, and program policies and procedures
- Receiving a grade of C or below
- A cumulative GPA below 3.0
- Faculty's observations of performance (academic or professional responsibility)
- Tarleton State University's Rules and
- Professional Codes of Ethics

APA Writing Format

The Management Department and the MS MGMT program adhere to writing standards according to American Psychological Association, *Publication Manual of the American Psychological Association* (most current edition.). Unless otherwise directed by the course instructor, all documents in program courses shall be written in APA format. Students are expected to proofread their papers carefully before submission for a grade. As needed, students may consult with the Writing Center for assistance.



Writing
Center

Graduation

It is the student's responsibility to make sure all university requirements regarding final procedures related to their degree are followed and completed. Please be aware that the deadline for registering for graduation is early. A student must apply for graduation, regardless of whether they plan to attend the commencement ceremony, to have their degree conferred.



Graduation
Information

Comprehensive Examination

The MS MGMT degree does not require a comprehensive examination.