



TARLETON  
STATE UNIVERSITY

# Graduate Student Guidebook

Department of Management

Masters of Business  
Administration

**2021/2022**

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Tartan Project *Silk Scarf*  
<https://www.tarleton.edu/tartan/products.html>

## Welcome to the TSU Department of Management!

We welcome you to Tarleton State University, the College of Business (COB), the Department of Management, and the Masters of Business Administration 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 an executive team!

The Tarleton College of Business faculty has 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.

The Department of Management is the principal manager and administrator of the MBA program on behalf of the COB.

Dr. Triss Ashton  
Head, Department of Management  
MBA Program Coordinator  
254.968.1705  
ashton@tarleton.edu

Ms. Nancy Turner  
MBA Programs Manager  
817.717.3316  
nturner@tarleton.edu

*The information presented in this Guidebook summarizes the current departmental procedures and regulations governing graduate work in the Department of Management and the College of Business's MBA 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 the Tarleton State University's Catalog and Student Handbook throughout their graduate program.*

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## Introduction

Greetings from the Department of Management and the College of Business (COB) at Tarleton State University! Our Department is comprised of a community of scholars with expertise in both business and academics. Please visit our Department and MBA Program 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 experiences 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.

## MBA Mission Statement

The mission of the Master of Business Administration degree program is to provide a relevant, high-quality, broad-based education that develops students' critical thinking and decision-making skills, thereby preparing them for successful business careers and enhance life-long learning.

## MBA Program Goal

The Goal of the MBA 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. To that end, the program courses are designed to develop competencies in critical thinking, effective communications, decision making, collaboration, and ethics/integrity. As part of this objective, the program is designed to provide the educational background necessary to be an outstanding executive in today's workforce.



## Admissions

New Students are accepted to the program in all semesters and before mid-semester.

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 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

The MBA program requires that applicants have a foundation in business administration. At a minimum, the applicant should have already completed the particular course or their equivalents listed below before admission. For those who do not have one or more prerequisite courses, leveling courses with the numbering format of COBA 5XXX, are available for any unsatisfied requirement.

The following six (6) undergraduate prerequisite classes (Tarleton course numbers given) or their equivalent are required to be successful completion with a C grade or higher:

- **Management** (any business MGMT course)
- **Marketing** (any business MKTG course)
- **Financial Accounting** (ACCT 2301)
- **Statistics** (any statistics class equivalent to BUSI 2311)
- **Principles of Finance** (FINC 3301)
- **Macro Economics** (ECON 2301)

All required leveling courses must be completed within the first 12 hours of course work. Additionally, all leveling courses must be completed before taking the corresponding graduate MBA core course, e.g., COBA 5101, before enrolling in ACCT 5303.

Leveling courses (COBA 5100, COBA 5101, COBA 5102, COBA 5103, COBA 5104, COBA 5105), whether required or not, **will NOT count towards the 30-hour degree requirement.**

### Program Courses

The MBA Program is a 30-hour program. The actual credit hours taken may be adjusted based on the students' chosen career goals and the expectations of the MBA 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, requiring additional courses or replacing the electives (at least two Thesis courses).

The MBA degree program requires completing a minimum of 30 hours of graduate-level course work and a **minimum 3.0 GPA with no grade below a C**. The prescribed courses are listed in the table below. The program requires leveling courses (forthcoming) of some applicants. Leveling courses are foundational prerequisites and cannot be used as part of the 30-hour program.

Prefix	Number	Course Title
ACCT	5303	Accounting Management
BUSI	5397	Evidence Based Decision Making
FINC	5307	Financial Management
MGMT	5301	Organizational Behavior
MKTG	5308	Marketing Strategy
BUSI*	5388	Seminar in Business Strategy
ECON	5308	Managerial Economics
BCIS	5311	Managing Information Systems
Two Business Graduate-Level Electives (or Thesis)		
• On-Campus International Students: Complete BUSI 5365 as an elective		

\* BUSI 5388, Seminar in Business Strategy must be taken in the final semester

## **Course Delivery**

The COB offers all program courses online, and some courses are offered as hybrid, evening, or weekend courses at the Fort Worth campus during the regular academic year. The MBA is offered primarily as an online program; however, those courses offered at the Fort Worth campus are frequently preferred in person.

The in-person courses at Fort Worth are sequenced and rotated to satisfy visa requirements allowing International Students to participate in the program.

## **Time Limit**

All requirements for the MBA 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 on completing requirements outlined in a more than six-year-old catalog.

## **Transfer Hours**

A maximum of 12 hours of graduate work completed at another regionally accredited institution or as part of another Tarleton program may be transferred into the MBA program under the following conditions:

1. The student must submit a transcript and syllabus to the MBA Program Coordinator when making the request. The course(s) must be equivalent to the MBA 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 →



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 source current class offerings and register for classes accurately. A course schedule is also available in Ducktrax.
- Early and priority registration for the spring semester is held the preceding fall semester, and advance registration for the summer and fall semesters is held the prior spring semester. Only students enrolled in the semester in which priority 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 completed on time. The academic calendar on the Tarleton State University homepage includes payment deadlines.



DuckTrax



Calendar

## Full-Time Status

The University defines full-time graduate 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 MBA Program Coordinator before 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 during 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 an 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 Degree Works or with the College of Graduate Studies before attempting to register for graduation to assure his or her degree plan is on file.

### Thesis Option

The MBA does not offer a thesis option. Those interested in a thesis might consider one of the college's specialized masters programs.

### Ethical Standards

The MBA 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 a professional demeanor and protocol throughout the 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
- The 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 MBA program is designed to prepare students for successful careers in a variety of professions. 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 COB graduate faculty members. The Council will consider whether the infraction(s) is sufficient to expel the student from the MBA 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 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 →



Student  
Rules

- TSU University Rules →



University  
Rules

Violations of any of these policies, ethics, or rules could deem a student unfit to continue studies in the COB and MBA. COB faculty are the gatekeepers to the Business Administration

professions and, thus, are obligated to respond when students violate 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 MBA Student Guidebook.
- Regularly check the Department's and College websites, 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, COB, 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.
- 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 institution's policies. 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. 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.

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, the Department of Management and COB faculty members 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 MBA program adhere to writing standards according to the 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.



## Team Work/Collaboration

Business executive-level work, jobs to which all MBA students aspire, require collaborative work. As such, the MBA program makes extensive use of teamwork on assignments. Part of those assignments includes the evaluation of each team member's work by all other team members. Any team member found to have unsatisfactory performance can have their final grade on the assignment reduced. Grade reductions for unsatisfactory team member performance are solely within the faculty member's purview and are subject to deviation from one faculty member to another.

## Graduation

The student's responsibility is to ensure 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.



## Comprehensive Examination

The MBA degree does require a comprehensive examination. The exam occurs as part of the Strategy course taken in the final semester. To graduate, students must pass both the strategy (capstone) course AND the comprehensive exam.