Master of Business Administration
of the Hutton School of Business
at University of the Cumberlands

PROGRAM HANDBOOK
and
COURSE CATALOG
2008-2009
The Board of Trustees is proud to announce that on January 7, 2005, Cumberland College became a part of the

**University of the Cumberlands.**

Cumberland College with its undergraduate liberal arts program, combined with the Hutton School of Business/Management, The Center for Leadership Studies, and the Graduate and Professional Education program to form the

**University of the Cumberlands.**

Founded January 7, 1889, Cumberland College is becoming what has been traditionally classified by Carnegie as a comprehensive university.
Location of the University of the Cumberlands

Williamsburg, Kentucky, the location of the University of the Cumberlands, is in the southern part of the mountains of Eastern Kentucky. It is approximately two hundred miles south of Cincinnati, Ohio, about an equal distance from Louisville, Kentucky, and nearly eighty miles north of Knoxville, Tennessee.

The business section of the city lies in a small valley of the Cumberland River; the University and chief residence sections are situated on the surrounding hills. It is a place of natural beauty and healthful surroundings.

Williamsburg has long been known for its number of beautiful residences, its churches and schools, and for the hospitality of its people.

Cumberland’s main campus is situated on three hills that divide it into three distinct parts and afford a magnificent view of the surrounding area.

The University’s thirty-four buildings are situated on these hills and a viaduct, spanning the south and middle hills, provides an easy and pleasant passageway to each part of the campus.
Accreditation

The University of the Cumberlands is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools (1866 Southern Lane, Decatur, Georgia 30033-4097: Telephone number 404-679-4500) to award the Bachelor of Science, Bachelor of Arts, Bachelor of Music, Bachelor of General Studies, Master of Arts in Education, and Master of Arts in Teaching degrees. SACS further accredited the University to award the Master of Business Administration degree and Doctorate of Education in June, 2008. It is approved by the Kentucky Education Professional Standards Board.

The University of the Cumberlands complies with all applicable federal and state nondiscrimination statutes and does not engage in prohibited discrimination on the basis of race, color, nationality, ethnic origin, sex, age, or disability. The College may discriminate on the basis of religion in any position of employment in order to fulfill its purpose.

Memberships

- American Association of Colleges of Teacher Education
- American Council on Education
- College Entrance Examination Board
- Council of Independent Colleges
- Association of Independent Kentucky Colleges and Universities
- Kentucky Independent College Fund
- Association of Southern Baptist Colleges and Schools
- Council of Christian Colleges & Universities

The word “student” in any official University of the Cumberlands publication is defined to be any person full or part-time in any course or program.

Failure to read this bulletin does not excuse students from the requirements and regulations described herein.

The University reserves the right to make any necessary changes without further notice.
Dear Graduate Student:

As president of the University of the Cumberlands, I welcome you. You have chosen a place to continue your studies that is devoted to academic excellence and the strengthening of Christian values.

A modern library with thorough on-campus and electronic resources, as well as, a Distance Learning Lab, provides unique graduate opportunities for you to conduct research and expand your intellectual horizons.

The graduate faculty is composed of professors with degrees from leading universities who will assist in fully developing the scholar in you. Individual attention and a caring concern by the faculty are our specialty.

If I can be of assistance to you in your graduate career at Cumberlands, please let me know.

Sincerely,

Jim Taylor
President
Dear Graduate Student:

On behalf of the faculty and staff of the Hutton School of Business, welcome to the Master of Business Administration Program at University of the Cumberlands. Hutton School of Business faculty are experts who practice what they teach. Through their active involvement in the business community as financial advisors, consultants, officers of professional organizations, and directors of corporate boards, the faculty stays current with the rapid changes in their academic disciplines.

The Hutton School of Business MBA is designed to accommodate working professionals. Through a combination of on-site and online courses, the program is committed to adding value to the academic credentials of its graduates.

The purpose of the MBA at the University of the Cumberlands is to develop ethically responsible business decision makers who are intellectually and professionally competent and prepared to lead in the global marketplace. During your program you will have the opportunity to interact with area business professionals, experienced faculty, and nationally recognized speakers.

Again, welcome to Hutton School of Business MBA program. If I can be of assistance, please do not hesitate to contact me.

Sincerely,

Margaret D. Combs, DBA, CPA
Chair, Hutton School of Business
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University Mission Statement

The University of the Cumberlands has historically served students primarily, but not exclusively, from the beautiful mountain regions of Kentucky, Tennessee, West Virginia, Virginia, Georgia, North Carolina, South Carolina, Ohio, and Alabama, which have traditionally been described as Appalachia. The University’s impact can be seen in the achievements of its graduates who have assumed roles of leadership in this region and throughout the nation.

While located in the resort like area of Appalachia, with emphasis primarily on serving the beautiful mountain area, the university now reaches into every state and around the world through its student body and alumni.

Cumberlands continues to offer promising students of all backgrounds a broad-based liberal arts program enriched with Christian values. The University strives for excellence in all of its endeavors and expects from students a similar dedication to this pursuit. Its commitment to a strong academic program is joined with a commitment to a strong work ethic. The University of the Cumberlands encourages students to think critically and creatively so that they may better prepare themselves for lives of responsible service and leadership.

Institutional Academic Purpose Statement

The purpose statement for the University of the Cumberlands is congruent with its mission in offering quality academic programs with Christian values to students of all backgrounds.

The foundation of all of our programs at the University of the Cumberlands is our desire to nurture an increased awareness of the pre-eminence of the spiritual dimensions of human life through an appreciation of our historic Christian heritage, as well as through an understanding of Biblical truth and religious values as they apply to daily life. The University’s mission to offer “a broad-based liberal arts program enriched with Christian values” is evidenced in our graduate program. Along with the University’s other programs, these curricula attempt to foster in students “a heightened awareness and sensitivity to the search for truth and a deepened responsibility toward humankind.” Collectively, the University’s graduate programs are intended to provide a breadth of information, an understanding of critical concepts, and a mastery of skills to support a life-long pursuit not only of professional achievement but also of “responsible service and leadership.” These endeavors are rooted in an open exchange of ideas within and among academic disciplines and are framed by a Christian sense of responsibility toward self, toward society, and toward God.
MBA PROGRAM PURPOSE AND GOALS

The purpose of the MBA Program is to develop ethically responsible business decision-makers who are intellectually and professionally competent and prepared to lead in the global marketplace.

Graduates will be able to:
- Apply ethical reasoning skills
- Formulate and apply problem-solving strategies
- Apply technology-based skills to explore and solve complex business issues
- Communicate effectively in professional situations
- Work effectively in a team environment and demonstrate leadership skills
Policies and Services for Graduate Students
Hagan Memorial Library

Hagan Memorial Library houses more than 193,000 volumes, 818,000 microfiche, 35,000 media items, and holds over 3,500 periodical titles.

The Educational Resource Information Center (ERIC) database is accessible through the Hagan Memorial Library web site, including access to full-text articles and ERIC digests. ERIC is sponsored by the U.S. Department of Education and provides access to education journals, teacher-oriented materials, studies, reports, and research. Titles not available in electronic format are supplemented by the ERIC documents collection on microfiche. Other databases and resources for education include Professional Development Collection, Kraus Curriculum Development Library, Psych INFO, Psychology and Behavioral Sciences Collection, JSTOR, and a test collection on Microfiche. Students can access online databases, including the card catalog, through any computer on campus, or off campus by using the campus network and their student login, or through the proxy server.

The Hagan Memorial Library is a selective depository for U.S. Government documents. The library supports the use of its microfiche materials with a number of readers and printers.

Materials not available in the library’s collection can be obtained from other libraries through interlibrary loan. The cost of this service is $1.00 per item.

A children’s collection of more than 14,000 volumes is also available and includes picture books, preschool through secondary level, and toys. The Instructional Media Library includes games, kits, computer software, tapes, records, videotapes, slides, films and other resources. This collection includes materials for teacher education and resources that can be used to teach preschool through high school.

The library is open seven days a week during regular school terms. Additionally, the Hagan Memorial Library maintains summer hours. Library hours are posted on the outside of the building near the front doors. Reference services and classroom instruction on database use are also available.
Computing Services

Computer instruction and use are available to all University of the Cumberlands graduate students.

Application packages are available for word processing, database management, spreadsheet, graphics, presentation management, desktop publishing, web design, project management, and statistical analysis in the Windows environment.

The Academic Computing Center consists of four separate labs, consisting of approximately 60 Pentium microcomputers in the academic lab. Electronic mail and Internet services are also available to graduate students through both local and remote access. Two-way interactive distance learning capability is now possible with help from the Royal H. Gibson Distance Learning Lab.

Student Services

All student services provided by the College are available to graduate students. The Office of Student Services, located in the Boswell Campus Center, contains the offices of the Vice President for Student Services and the Dean of Student Life. These offices will assist all college students enrolled, full- or part-time.

The Student Handbook provides information regarding Student Services, such as counseling, food services, housing, health services, and transportation. It also provides information regarding Student Government Association, campus activities and campus rules and regulations.

Students who plan to live in campus housing may reserve rooms with the Dean of Student Life. Students who plan to live off-campus may contact the Student Services Offices for a listing of local landlords and properties available. No campus housing is provided for married students.

Registration of Motor Vehicles

All motorized vehicles parked on campus, with the exception of vehicles belonging to commuting evening students, must be registered annually with the Office of Parking Control, located in the Gatliff Building. The Annual Parking Permit is valid from August 15 to August 15.
MBA Admissions Office

All applications for admission to the MBA Program should originate in the MBA Program Office in the Hutton Building. The MBA Program staff will assist students in the admissions process. They will also help advise and register students at their initial enrollment. Once students are enrolled for the first semester or term, the advisement and enrollment in courses is made through their assigned advisor.

Registrar’s Office

The Registrar’s Office, located in the Gatliiff Building, controls the permanent record of each graduate student after the admission process is completed.

Questions or concerns related to the permanent records should be directed to the Registrar. A graduate student may review his or her record at any time. Credits earned at other colleges and universities must be submitted on official transcripts, prior to the posting of this credit on the University of the Cumberlands transcript. In most cases transcripts may be obtained by writing to the Registrar of the institution concerned. Transcripts issued to students are not considered official. Official transcripts must be received directly from the college or university.

The transferring student is responsible for transcript fees from the sending institution. Prior permission from the Chair of the Hutton School of Business and the Registrar is required before courses are taken at other institutions for transfer into the student’s program at the University of the Cumberlands.
THE FAMILY EDUCATIONAL RIGHTS
AND
PRIVACY ACT

The Family Educational Rights and Privacy Act of 1974, as amended, is a Federal law which states (a) that a written institutional policy must be established and (b) that a statement of adopted procedures governing the privacy rights of students be made available. The laws provide that the institution will maintain the confidentiality of student education records.

The University of the Cumberlands accords all the rights under the law to students who are declared independent. No one outside the institution shall have access to nor will the institution disclose any information from student's education records without the written consent of students except to personnel within the institution, to officials of other institutions in which students seek to enroll, to persons or organizations providing students financial aid, to accrediting agencies carrying out their accreditation function, to persons in compliance with a judicial order, and to persons in an emergency in order to protect the health or safety of students to state and local authorities, with a juvenile justice system, pursuant to specific state law, to specific officials for audit or evaluation purposes, to organizations conducting certain studies for or on the behalf of the school or others.

Within the University of the Cumberlands community only those members, individually or collectively, acting in the students' educational interest are allowed access to student education records. These members include personnel in the Offices of the Registrar, Comptroller, Financial Planning, Admissions, and academic personnel within the limitations of their need to know.

At its discretion the institution may provide Directory Information in accordance with the provisions of the Act to include: student name, address, telephone number, date and place of birth, major field of study, dates of attendance, degrees and awards received, the most recent previous educational agency or institution attended by the student, participation in officially recognized activities and sports, and weight and height of members in officially recognized activities and sports, and weight and height of members of athletic teams. Students may withhold Directory Information by notifying the Registrar's Office in writing within two weeks after the first day of class for the fall term.

Requests for non-disclosure will be honored by the institution for only one academic year; therefore, authorization to withhold Directory Information must be filed annually in the Office of the Registrar.

The law provides students with the right to inspect and review information contained in their education records, to challenge the contents of their education records, to have a hearing if the outcome of the challenge is unsatisfactory, and to submit explanatory statements for inclusion in their files if the decisions of the hearing panels are unacceptable. The Office of the Registrar
at the University of the Cumberlands has been designated by the institution to coordinate education and placement records. Students wishing to review their education records must make written request to the Office of the Registrar listing the item or items of interest. Only records covered by the Act will be made available within forty-five days of the request. Students may have copies made of their records with certain exceptions, (e.g., a copy of the academic record for which a financial "hold" exists, or a transcript of an original or source document which exists elsewhere). These copies would be made at the student's expense at prevailing rates which are listed in the current catalog. Education records do not include records of instructional, administrative, and educational personnel which are the sole possession of the maker and are not accessible or revealed to any individual except a temporary substitute, records of the law enforcement unit, student health records, employment records or alumni records. Health records, however, may be reviewed by physicians of the students' choosing. Students may not inspect and review the following as outlined by the Act: financial information submitted by their parents, confidential letters and recommendations associated with admissions, employment or job placement, honors to which they have waived their rights of inspection and review, or education records containing information about more than one student, in which case the institution will permit access only to that part of the record which pertains to the inquiring student. The institution is not required to permit students to inspect and review confidential letters and recommendations placed in their files prior to January 1, 1975, provided those letters were collected under established policies of confidentiality and were used only for the purpose for which they were collected. Confidential letters and confidential statements of recommendation placed in the student's education records after January 1, 1975, if the student has waived his or her right to inspect or review those letters and statements; and those letters and statements are related to the student's admission to an educational institution; application for employment or receipt of an honor or honorary recognition.

Students who believe that their education records contain information that is inaccurate or misleading, or is otherwise in violation of their privacy or other rights, may discuss their problems informally with the Registrar. If the decisions are in agreement with the student's requests, the appropriate records will be amended. If not, the student will be notified within a reasonable period of time that the records will not be amended; and they will be informed by the Office of the Registrar of their right to a formal hearing. Student requests for a formal hearing must be made in writing to the Chairman of the Admissions and Credits Committee who, within a reasonable period of time after receiving such requests, will inform students of the date, place, and the time of the hearings. Students may present evidence relevant to the issues raised and may be assisted or represented at the hearings by one or more persons of their choice, including attorneys, at the students' expense. The hearing panel which will adjudicate such challenges will be the Admissions and Credits Committee.

Decisions of the hearing panels will be final, will be based solely on the evidence presented at the hearing, will consist of written statements summarizing the evidence and stating the reasons for the decisions, and will be delivered to all parties concerned.
The education records will be corrected or amended in accordance with the decisions of the hearing panels, if the decisions are in favor of the students. If the decisions are unsatisfactory to the students, the students may place with the education records statements on the information in the records, or statements setting forth any reasons for disagreeing with the decisions of the hearing panels. The statement will be placed in the education records, maintained as part of the students' records, and released whenever the records in question are disclosed.

Students who believe that the adjudications of their challenges were unfair or not keeping with the provisions of the Act may request, in writing, assistance from the President of the institution to aid them in filing complaints with The Family Educational Rights and Privacy Act Office (FERPA), Department of Education, Room 4074, Switzer Building, Washington, D. C. 20202.
Classification of MBA Students

Full-time Student
A full-time student in the MBA Program must be enrolled in a minimum of six (6) hours per semester.

Full Status
Individuals who are admitted into the MBA Program without conditions receive full academic standing.

Degree Students: All students seeking a Master of Business Administration must be accepted into the MBA Program in order to take graduate-level courses at University of the Cumberlands. The process is outlined in Admission to the MBA Program.

Non-degree Students: Visiting students not seeking a graduate degree at University of the Cumberlands must follow the applicable Admissions procedures provided in the Required Documentation and Procedures for Non-Degree Students section of this Catalog.

Provisional Status
Individuals are occasionally admitted on a provisional status if their admission criteria is incomplete, but will be complete within the first few weeks of the term. Students with provisional status must advance to full status prior to being eligible for degree candidacy at the completion of the first semester of MBA coursework.

Conditional Admission
Applicants with specific deficiencies may be conditionally admitted to the program. Applicants lacking recent undergraduate credits in one or more of the foundational undergraduate prerequisite business courses may be required to complete these courses before full admission to the program. Or depending upon the circumstances, the applicant may be admitted conditionally and allowed to complete a program prerequisite while concurrently enrolled in MBA classes.
**Academic Standing**

All students are expected to make satisfactory progress in their program by maintaining a GPA of 3.0 on a 4.0 scale.

**Academic Probation:** Students earning a course grade of less than “B” will meet with the program director to determine a remediation plan and an appropriate probation period. Students failing to complete this remediation plan successfully or receiving another course grade of less than “B” during the probationary period will be disqualified from the program.

**Disqualification and Appeal:** Students who have been dismissed from the Graduate Program for the aforementioned academic regulations may appeal in writing to the Chair of the Hutton School of Business. Questions and appeals are to be directed to the Chair through the program director.

**College Regulations:** All student violations of sufficiently serious nature to warrant the possibility of suspension or expulsion are subject to investigation by the Chair of the Hutton School of Business and program director. Such violations may include antisocial or inappropriate comments or behavior, attendance, tardiness, or lack of scholarly professionalism.

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**Required Documentation and Procedures for Non-Degree Students**

Outlined below are the requirements and procedures for non-degree students wishing to enroll in an MBA course at University of the Cumberlands.

**Visiting Student**

1. Be in good standing in an accredited graduate school.
2. Submit all applicable admissions documentation to the MBA Program Office.
3. Request a letter from the Director of the MBA Program at which the student is currently enrolled and forward it to the Registrar’s Office and the MBA Program Office.
4. Meet the foundational undergraduate business prerequisite requirement of the course.
5. A visiting student who elects further graduate study at University of the Cumberlands must fulfill all requirements for admission to the MBA Program. This process is outlined in the section, *The Application Process*. 
Academic Advising

Upon acceptance into the MBA Program, the student will be assigned a graduate advisor (primarily the program director). At this time, student and advisor will develop a planned program. The planned program will include a list of courses to be completed. An official planned program must be completed before the accumulation of fifteen (15) hours and submitted to the Chair of the Hutton School of Business and the Registrar for final approval.

Transfer and Course Credit

Based upon extraordinary work and life experience, a degree candidate may be released from taking a required core course and allowed to substitute an elective to complete the 30 hours of coursework required in the program. It is the responsibility of the student to initiate the request for transfer of credit.

In the modified cohort format of the program, no transfer credits from another educational institution will be accepted for the 21 hours of core courses in the curriculum. However, a maximum of six (6) semester hours of elective credit may be transferred from an accredited institution of higher learning. These transfer credits must be in courses equivalent to electives in the program. All graduate course work must have a minimum grade of “B.” All transfer credits must be approved by the program director and the Registrar, and must have been earned within the previous six years.

Residence Credit

To earn a Master of Business Administration, a minimum of twenty-four (24) hours in graduate courses must be completed at University of the Cumberlands. BADM 638, Strategic Management, must be completed at University of the Cumberlands.

Degree Time Limit

The program of study for the MBA must be completed within four (4) years of enrolling in the first course of the program. Any request for extension of this time limit must be approved by the program director.
Early Exit and Re-Entry into Program

Students in the MBA Program enroll in a cohort in which they ideally continue throughout the program. The cohort is intended to provide a study and support group, a network of business contacts, and friendships for a lifetime. New cohorts begin each fall term. If familial or professional responsibilities lead a student to temporarily leave the program, notice must be given to the program director and an exit interview arranged. Likewise, a student wishing to re-enter the program must apply to and be interviewed by the program director. After this interview, academic eligibility and any conditions for re-entry will be determined.

Dropping a Course

A student wishing to withdraw from a course must consult with the Director of the Program. Because of the cohort organization of course offerings, withdrawing from a course may delay progress through the Program.

Course Limits

Students enrolled in the MBA Program may take no more than twelve (12) hours per term. Students wishing to enroll in more than twelve (12) hours per term, must submit a request to the Chair of the Hutton School of Business for consideration.

Grades

The Graduate Program lists the following grades and quality points for use:
A Superior performance, four quality points are earned for each semester hour with a grade of “A”
B Performance distinctly above average, three quality points are earned for each semester hour with a grade of “B”
C Average performance, two quality points are earned for each semester with a grade of “C”
F Failure, given for unsatisfactory work, no quality points.
W Withdrawn from class without punitive grade.
WP Withdrawn passing
WF Withdrawn failing.
AF Failure due to excessive absences.
I Incomplete, assigned only in instances where a small unit of work is not complete because of verifiable, extenuating circumstances. An “I” contract is submitted to the Registrar’s Office with each “I” grade assigned.
Grading

The grade point average is computed on all graduate course work with the exception of “W” or “WP.” The grade of “I” is computed as an “F” in determining qualifications for candidacy. If the grade point average is below 3.0 (B), the candidacy application is held until the incomplete is cleared and the grade earned is then considered in determining the grade point average.

Grade “F” cannot be used toward degree or non-degree programs but will be used toward computing GPA. Candidates for a graduate degree are required to have a combined cumulative grade point average of “B” in all courses.

A “W” or “WP” grade has no bearing on the grade point average. A “WF” or “AF” is the equivalent of an “F” grade.

Students wishing to withdraw prior to completing the semester should complete an official withdrawal form from the Office of Academic Affairs.

Incomplete Grades

The grade of incomplete is awarded only when legitimate circumstances warrant.

The grade of “I” will be recorded on the graduate student’s transcript and will remain until the faculty member awarding this grade makes the appropriate change or until the time specified on the “I” contract expires.

The maximum length of time an “I” may remain on a transcript is one calendar year. At the end of a one calendar year period, the incomplete will change to the grade of “F” if the student has not completed the course requirement as specified by the instructor.

Each submitted incomplete must be accompanied by a valid contract for this grade. This contract will indicate all of the necessary steps to be taken by the student to satisfactorily change the grade of “I”.

An “I” changed to “F” may not be repeated for the purpose of improving the grade. The grade of “F” will remain on the transcript. For the purpose of calculation of grade point averages, incompletes are considered the same as failing grades.
Grade Appeals

Graduate students have a right to challenge a grade. Students should first contact their instructor if they have questions or an appeal to a grade. If the problem cannot be resolved it is sent to the Chair of the Hutton School of Business. Such a challenge must be submitted in writing. The Chair will determine the appropriate course of action. If the challenge cannot be resolved, the next step will result in the appeal being brought before the Chair. If the student wishes to continue to appeal the grade, the Chair of the Hutton School of Business will forward the appeal to the Vice President for Academic Affairs for appropriate action.

Academic Dishonesty

At a Christian liberal arts university committed to the pursuit of truth and understanding, any act of academic dishonesty is especially distressing and cannot be tolerated. In general, academic dishonesty involves the abuse and misuse of information or people to gain an undeserved academic advantage or evaluation. The common forms of academic dishonesty include:

- Cheating - using deception in the taking of tests or the preparation of written work, using unauthorized materials, copying another person’s work with or without consent, or assisting another in such activities.
- Lying - falsifying, fabricating, or forging information in either written or spoken presentations.
- Plagiarism - using the published writings, data, interpretations, or ideas of another without proper documentation.

Episodes of academic dishonesty are reported to the Chair of the Hutton School of Business and the Vice President for Academic Affairs. The potential penalty for academic dishonesty includes: 1) a failing grade on a particular assignment, 2) a failing grade for the entire course, or 3) charges against the student with the appropriate disciplinary body.
Comprehensive Exam

All candidates completing the Master of Business Administration degree will complete a written Comprehensive Examination at or near the completion of BADM 638, Strategic Management. This examination will evaluate the candidate’s ability to integrate knowledge, to demonstrate critical and independent thinking skills, and demonstrate mastery of the field.

Degree candidates must pass all sections of the comprehensive examination to complete the program. A candidate who fails to pass a section of the exam may be allowed to retake this section after completing a remediation plan determined by the program director with the assistance of other faculty.

Application for Graduation

Application for graduation must be filed in the Registrar’s Office during registration in the semester prior to graduation. This application may be obtained in the Registrar’s Office or the MBA Program Office.

Financial Information

Tuition is established each spring for the following summer and fall terms. Graduate students may apply for Stafford Loan assistance to help with tuition expenses. Applicants must have a current Free Application for Federal Student Aid (FAFSA) on file to determine the amount of the loan assistance available to them. For more information contact the Financial Planning Office at 606-539-4220.

The application fee is $30 and is waived for University of the Cumberland employees. The application for graduation fee is $50.
Graduation Financial Clearance

Full payment of an account or satisfactory financial arrangements of an account for all charges for previous semesters are due on or before registration. No student having an unpaid account shall receive financial clearance for the release of an official report of grades, a transcript of credits, or a diploma. Students not in a position to pay the full amount of tuition at registration should contact the Bursar’s Office prior to enrollment.

Withdrawal/Refund Policy

As the term begins, charges will be credited as outlined below provided a student completes and submits the official withdrawal process. If a student discontinues attending classes and does not notify the office of the Vice President for Academic Affairs in writing, the student forfeits all rights to a refund or reduction of fees.

8-Week Bi-Terms Graduate On-site/On-line Refund

<table>
<thead>
<tr>
<th>Registration – Day 1 of Term</th>
<th>100%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Day 2 of Term – Last Day to Register/Add</td>
<td>90%</td>
</tr>
<tr>
<td>Week 2</td>
<td>80%</td>
</tr>
<tr>
<td>Week 3</td>
<td>60%</td>
</tr>
<tr>
<td>Week 4</td>
<td>40%</td>
</tr>
<tr>
<td>Week 5</td>
<td>20%</td>
</tr>
<tr>
<td>Week 6-8</td>
<td>0%</td>
</tr>
</tbody>
</table>

NOTE: If students officially withdraw on or before the first day of classes, they will be charged the non-cancellation fee of $150 for tuition.

If students officially withdraw after the first day of classes, they will be charged an administrative withdrawal fee of $100.

A student is NOT eligible for any financial aid prior to the first day of class attendance.

Students withdrawing from BADM 511 before the first meeting will receive a refund; otherwise no refund will be issued.

No refund of tuition or fees will be applied for dropping a course after the last day to add a course has passed.
Procedures for Application, Admission, and Exit for MBA Students
Admission to the MBA Program

University of the Cumberlands has established qualitative and quantitative requirements for admission of students whose education preparation evidences the potential for a high-level performance. All admission materials must be received in the MBA Program Office. Normally for full admission, applicants must meet the requirements identified below.

Application Process:

1. Complete a Graduate Application and submit application fee.

2. A writing sample focused upon the applicant’s self-assessment of professional experiences and/or goals as these relate to pursuit of the MBA should be submitted with the application.

3. Request that official transcripts of all undergraduate and graduate work be sent directly from the respective institution(s) to: University of the Cumberlands, MBA Program, Hutton School of Business, 7984 College Station Drive, Williamsburg, KY 40769. The transcript must include:
   a. The degree and date on which it was conferred
   b. A grade point average of at least 2.5 on a 4.0 scale.

   Applicants that do not possess an undergraduate degree in business may be required to complete foundational business courses. These undergraduate business prerequisites include: Principles of Accounting, Economics, Finance, Management, and Marketing, as well as Statistics. Undergraduate business prerequisites needed is determined by a review of the applicant’s transcript(s).

4. Submit one copy of GMAT test scores or verification of scheduled exam. The GMAT score should have been taken within the past five years. A GMAT score of 410 is required.

5. Submit two letters of recommendation from individuals who are in a position to objectively evaluate applicant’s overall capability to succeed in an MBA program. Letters should be forwarded to the MBA Program address above.

6. Validation of language abilities for non-native speakers is required.

7. All documents should be on file in the MBA Program Office within the first three (3) weeks of the first semester the student is enrolled. Failure to complete the above requirements may result in a student being dropped from all coursework.

   Admission to the MBA Program is completed by a review of the above documents.
Admission status:

**Conditional admission.** Applicants with specific deficiencies may be conditionally admitted to the program. For instance, the foundational business courses noted above are considered prerequisites to the MBA Program. Applicants lacking recent undergraduate credits in one or more of these courses may be required to complete these courses before full admission to the program. Or depending upon the circumstances, the applicant may be admitted conditionally and allowed to complete a program prerequisite while concurrently enrolled in MBA classes.

**Provisionally admitted.** Students who do not have all paperwork in the MBA Program Office by the first day of the term can be provisionally admitted. Failure to complete the required paperwork by the third week of the term may result in a student being dropped from all coursework. The student may not continue in the program until all paperwork is received.

**Fully admitted.** Students who meet all the above requirements and who have successfully completed the application process may be fully admitted. After notification of acceptance, an advisor will be assigned. The student and his/her advisor will complete a Planned Program and enroll in coursework.

A completed and signed Planned Program must be on file within the first fifteen (15) hours of the student’s program.

Exiting the Program/Application for Graduation

Application for graduation should be made during registration of the semester prior to the semester the student expects to complete his/her work. If after the submission of the application a student does not complete course work, he/she must reapply. Applications filed after the announced deadlines will automatically be placed with the next graduate list.

See the Degree Requirements section for the specific course requirements.
Program Requirements
and
Course Descriptions
Master of Business Administration (MBA)

The MBA Program is designed to provide a practical professional development opportunity for individuals already engaged in full-time careers. This program will prepare individuals to embark upon and continue successful careers in business, government, and education. Degree requirements include:

Core Courses (21 hours)
- BACC 531, Managerial Accounting
- BADM 532, Organizational Behavior
- BADM 533, Marketing Management
- BADM 534, Managerial Finance
- BADM 535, Managerial Economics
- BADM 537, Legal, Ethical, and Social Environment
- BADM 638, Strategic Management*

Seminar Hours (3 hours)
- BADM 511, Current Issues in Business

Business Electives (6 hours)
- BMIS 536, Advanced Management Information Systems
- BADM 538, Management of Investments
- BADM 539, Research and Report Writing
- BADM 631, Managing in a Global Environment

* All candidates completing the Master of Business Administration degree will complete a written Comprehensive Examination at or near the completion of BADM 638, Strategic Management. Degree candidates must pass all sections of the comprehensive examination to complete the program.

A course rotation schedule is provided on the University website.
Course Descriptions

BACC 531, Managerial Accounting (3 credit hours). This course focuses on managerial accounting concepts, including costing, budgeting, forecasting, planning and control. Emphasis is on preparing and using financial statements as well as various managerial reports for decision-making.

BADM 511, Current Issues in Business (1 credit hour). This course investigates and evaluates current topics or specialized areas of business. The focus for each section will vary each term to complement the corresponding core business courses currently being taught. Emphasis is placed on exploration into areas pertinent to the current business environment such as customer service and leadership. Course topics are announced the semester preceding the offering. This 1-credit course must be repeated three times on different topics. Prerequisites are to be designated for each specific offering.

BADM 532, Organizational Behavior (3 credit hours). This course is the study of individual and group behavior within diverse organizations. Examination of organizational structure, processes, norms and values is included. Emphasis is given on the topics of leadership, management styles, organizational fit and change, motivation, group dynamics, and business process efficiency.

BADM 533, Marketing Management (3 credit hours). This course acquaints the student with the seminal concepts and models appropriate for marketing management. Course content and experiences will allow students to develop the knowledge base and skills necessary for devising and implementing strategic marketing plans which complement organizational goals.

BADM 534, Managerial Finance (3 credit hours). This course focuses on the advanced study of financial topics, including capital budgeting, risk and cost of capital, capital structure of the firm, financial analysis, leverage and time value of money. It provides students practical decision-making and problem solving using real world examples.

BADM 535, Managerial Economics (3 credit hours). This course focuses on case analysis using microeconomic theory and statistical techniques to aid in decision-making processes. Topics include demand and cost analysis, pricing in different market and risk conditions, forecasting methods and constrained optimality.

BADM 537, Legal, Ethical, and Social Environment (3 credit hours). This course is a study of the appropriate roles of business in society, the constraints placed on business by the legal system and government regulation, and the ethical responsibilities of managers. It provides students with an understanding of how the law and the political process affect business strategy and decision making, including the various means and procedures for resolving legal disputes in business matters. The course highlights ethical conflicts and dilemmas, and provides plausible frameworks for dealing with those conflicts.
BADM 538, Management of Investments (3 credit hours). This course focuses on the study of the principles of investments, including the supply of and demand for investment funds; types of stocks, bonds, and other investments; the functions of securities markets; the analysis of different types of securities; and the government regulation of the securities market. The course focuses on investment management decisions and their impact on other functional business elements.

BADM 539, Research and Report Writing (3 credit hours). This course focuses on developing skills to engage in research, write persuasive and informative business documents, and create and deliver effective presentations. Students will have opportunities to work individually and collaboratively.

BADM 631, Managing in a Global Environment (3 credit hours). This course provides a study of the involvement of American firms in the international community with special emphasis on the impact of foreign competition on domestic markets, management of multinational enterprises and decision-making in the international environment.

BADM 638, Strategic Management (3 credit hours). This capstone course integrates the knowledge learned from all functional areas in business into a strategic plan. In addition to reviewing key concepts of business and corporate strategy, the course addresses traditional approaches to industry and competitor analysis and competitive advantage, and contemporary extensions and refinements of these concepts. Analytical tools and techniques are demonstrated through case studies focusing on the relationship between an organization and its environment, competition, market entry, vertical integration, diversification, global competition, and strategic alliances. Prerequisites: BACC 531, BADM 532, BADM 533, BADM 534, and BADM 535.

BMIS 536, Advanced Management Information Systems (3 credit hours). This course explores major components and architectural models of computer information systems, including information concepts; information flow; types of information systems; the role of information in planning operations, control, and decision making; and integrated information systems across a range of functional elements. Course work emphasizes various strategies and best practices for the management of data necessary for efficient and successful business operations.
Administrative Officers

**Dr. James H. Taylor**, B.S., M.A., Ed.D.  
President

**Dr. Larry Cockrum**, B.S., M.S.Ed, Ed.D.  
Vice President for Academic Affairs, Dean

**Ms. Sue Wake**, B.S., M.A.  
Vice President for Institutional Advancement  
and  
Assistant to the President

**Dr. Michael Colegrove**, B.A., M.A., Ph.D.  
Vice President for Student Services  
and  
Director of Leadership Studies

**Ms. Jana Bailey**, B.S., M.A.Ed.  
Vice President for Finance

**Mr. Kyle Gilbert**, B.S., A.A.  
Vice President for Support Operations

**Mr. Steve Morris**, A.A., B.S., M.B.A.  
Vice President for Business Services

**Mr. Steve J. Allen**, B.S.  
Vice President for Student Financial Planning

Administrative Staff

**Ms. Jo Dupier**, B.S.  
Bursar

**Dr. Tom Fish**, Ph.D.  
Associate  
Dean

**Ms. Emily Meadors**, M.A.Ed.  
Registrar

**Dr. Susan Weaver**, Ed.D.  
Director of Teaching and Learning  
and  
Director of Assessment

**Ms. Janice Wren**, M.S.L.S.  
Director of Library
Hutton School of Business Faculty

Micaiah Bailey (1973). Associate Professor of Business Administration  
B.S., Cumberland College; M.B.A., Murray State University, CPA, CMA

Janie Carter (1985). Associate Professor of Business Administration  
B.S., Cumberland College; M.B.A., University of Kentucky; Additional Study: West Georgia College, University of Tennessee at Chattanooga, Philanthropy Tax Institute, New York City.

Margaret D. Combs (2005). Chair and Professor of Business Administration  
B.S., Eastern Kentucky University; M.A., Eastern Kentucky University; M.S., University of Kentucky; DBA, University of Sarasota; Additional Study, University of North Florida; CPA.

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B.B.A., Lincoln Memorial University; M. Accountancy, University of Tennessee; additional work Eastern Kentucky University and University of Kentucky; CPA

Donald Grimes (1994). Assistant Professor of Management Information Systems and Director of Information Technology  
B.S., Cumberland College; M.S., Eastern Kentucky University; Additional Study, Nova Southeastern University.

Harold F. Hubbard (1960-1962, 1966). Professor of Business Administration  
B.S., Berea College; M.B.A., University of Kentucky; CPA.

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