MASTER OF BUSINESS ADMINISTRATION
OF THE HUTTON SCHOOL OF BUSINESS
AT UNIVERSITY OF THE CUMBERLANDS

2014-2015
PROGRAM HANDBOOK & COURSE CATALOG
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.

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.
Location of the University of the Cumberlands

Williamsburg, Kentucky, the location of 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, providing an easy and pleasant passageway to each part of the campus.

Memberships

- American Council on Education
- College Entrance Examination Board
- Association of Independent Kentucky Colleges and Universities
- Kentucky Independent College Fund
- International Association of Baptist Colleges and Universities
- Council of Independent Colleges
ACCREDITATION

University of the Cumberlands is accredited to award baccalaureate, master’s, and doctoral degrees by the Commission on Colleges of the Southern Association of Colleges and Schools (SACS), 1866 Southern Lane, Decatur, GA 30033 • (404) 679-4500 • Fax: (404) 679-4558.

Interested constituents may contact SACS 1) to inquire about the University’s accreditation status, 2) to file a third-party comment as part of its decennial review, or 3) to file a complaint alleging non-compliance with a standard or requirement. Any other inquiries, such as those concerning admissions requirements, financial aid, educational programs, etc., should be addressed directly to the University and not to the Commission’s Office.

NON-DISCRIMINATION POLICY

University of the Cumberlands does not illegally discriminate on the basis of race, color, national or ethnic origin, sex, disability, age, religion, genetic information, veteran status, because a person is a smoker or nonsmoker, or any other basis on which the University is prohibited from discrimination under local, state, or federal law, in its employment or in the provision of its services, including but not limited to its programs and activities, admissions, educational policies, scholarship and loan programs, and athletic and other University-administered programs. In order to fulfill its purpose, the University may legally discriminate on the basis of religion in employment, and the University has sought and been granted exemption from certain regulations promulgated under Title IX of the Education Amendments of 1972 which conflict with the University’s religious tenets.

The following person has been designated to handle inquiries or complaints regarding the disability non-discrimination policy, including compliance with Section 504 of the Rehabilitation Act of 1973:
Dr. Tom Fish
Dean of Undergraduate Studies, Retention, and Assessment
Library 021, (606) 539-4216

The following person has been designated to handle employee inquiries or complaints regarding the sex non-discrimination policy, including compliance with Title IX of the Education Amendments of 1972:
Ms. Pearl Baker
Human Resources Director and Title IX Coordinator
Gatliff Administration Office 116, (606) 539-4211

The following person has been designated to handle student inquiries or complaints regarding the sex nondiscrimination policy including compliance with Title IX of the Education Amendments of 1972:
Dr. Emily Coleman
Student Success Coordinator and Deputy Title IX Coordinator
Gatliff Administration Office 103, (606) 539-4171

The following person has been designated to handle inquiries or complaints all other portions of the non-discrimination policy:
Mr. Steve Morris
Vice President for Business Services
Gatliff Administration Office 001, (606) 539-4597
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

Office of the President, 6191 College Station Drive, Williamsburg, KY 40769
Phone: 606-539-4201   FAX: 606-549-2820   email presoff@ucumberlands.edu
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 educate leaders who make a difference in the world. Through our online course offerings, the program accommodates today’s working professional. All who work with the MBA program are 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 develop business expertise and managerial skills as well as network with business professionals. Ultimately, the Hutton School of Business MBA will allow you to bridge the gap between academics and the realities of the business profession.

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

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.

UC 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. UC encourages students to think critically and creatively so that they may better prepare themselves for lives of responsible service and leadership. This focus of its undergraduate programs is extended and extrapolated into its graduate programs. These programs prepare professionals to be servant-leaders in their disciplines and communities, linking research with practice and knowledge with ethical decision-making in the pursuit of the life-more-abundant for both the individual and society.

Institutional Academic Purpose Statement

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.

MBA 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

In addition, students completing the MBA and concentration in Accounting will be able to:

- Increase their knowledge and understanding of the professional practice of accounting.
- Apply advanced analytical and critical thinking skills to evaluate information, solve problems, and make sound decisions in the different areas of accounting.
- Conduct research on issues and questions relevant to the accounting profession.
- Understand the ethical and legal responsibilities of professional accountants.
Services for MBA Students
Hagan Memorial Library

Hagan Memorial Library provides student access to learning and information resources that support research for courses offered through the Hutton School of Business. The Library houses more than 137,000 volumes and 3,700 media items and provides online access to over 58,000 online periodical titles, 53,000 online videos, and more than 299,000 e-books.

The Library subscribes to more than 45 electronic databases. These databases provide scholarly support for all academic programs, including business. Most of these databases include full text journals and other information sources. Students may access these databases on-campus or off-campus through the Library’s website at http://www.ucumberlands.edu/library/. Databases are listed by academic discipline through the “Databases by Subject” link on the Library’s homepage. Off-campus students can access all databases by entering their campus e-mail address and password into the campus proxy server. Electronic databases that support research in business include: ABI Inform Global, Academic Search Premier, Business Source Premier, Business Source Premier Enhanced, JSTOR, LexisNexis Academic, NewYork Times, PsycArticles, Regional Business News, SAGE Premier, and Films on Demand.

Materials not available in the Library's collection can be obtained from other libraries through interlibrary loan. An online request form is available through the “Interlibrary Loan” link on the Library’s website. Students who reside outside Whitley County, Kentucky, can request to have interlibrary loan materials and materials owned by Hagan Memorial Library mailed to their home address.

Reference assistance is available for students by contacting the Library Director or Reference and Instruction Librarian via phone or email. Business students may access online tutorials through the “Library Tutorials” link on the Library’s website. Additionally, introductory and advanced library orientation sessions are offered online to all UC students several times each semester.

Computing Services

The application package, Microsoft Office, is available from any of the University's publicly-accessible computers. Multiple computer labs are provided on campus for student use.

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 for undergraduate students 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 Gatiff Building. The Annual Parking Permit is valid from August 15 to August 15.

Graduate Admissions Office

Applications for admission to the MBA Program should originate in the Graduate Admission Office in the Faulkner Building. The Graduate Admissions and MBA Program staff will assist students in the admissions process. MBA Program staff 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 Gatiff 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 University of the Cumberlands.
THE FAMILY EDUCATIONAL RIGHTS AND PRIVACY ACT
Privacy Rights of Students

The University is subject to the provision of the Family Educational Rights and Privacy Act (FERPA). This federal law affords students certain rights with respect to the student’s education records. These rights are:

1. **The right to inspect and review the student’s education records within 45 days of the day the University receives a request for access.** Students should submit to the Office of the Registrar written requests that identify the record(s) they wish to inspect. The Registrar will make arrangements for access and notify the student of the time and place the records may be inspected.

2. **The right to request the amendment of the student’s education records that the student believes are inaccurate.** Students may ask the University to amend a record that they believe is inaccurate. They should write the Registrar, clearly identify the part of the record they want changed, and specify why it is inaccurate. If the Registrar decides not to amend as requested, the Registrar will notify the student of the decision and advise the student of his or her right to a hearing regarding the request and will provide the student with additional information regarding the hearing procedures.

3. **The right to consent to disclosures of personally identifiable information contained in the student’s education records, except to the extent that FERPA authorizes disclosure without consent.** One exception which permits disclosure without consent is disclosure to school officials with legitimate educational interests. A school official is a person employed by the University in an administrative, supervisory, academic, research, or support staff position (including law enforcement unit personnel and health staff); a person or company with whom the University has contracted (such as an attorney, auditor, or collection agent); a person serving on the Board of Trustees; or a student serving on an official committee, such as a disciplinary or grievance committee, or assisting another school official in performing his or her tasks. A school official has a legitimate educational interest if the official needs to review an education record in order to fulfill his or her professional responsibility.

   Upon request, the University discloses education records without consent to officials of another school in which a student seeks or intends to enroll.

   The University may also disclose without the student’s consent, “directory information” unless the student has advised the Registrar in writing at least five days following registration that the student does not wish part or all of the directory information to be made public. Once filed, this instruction becomes a permanent part of the student’s record until the student instructs the University, in writing, to have the request removed.

   The primary purpose of directory information is to allow the University to include this type of information in certain University publications, the media, and outside organizations. The University has designated the following as examples of directory information: The student’s name, addresses including electronic mail address, telephone numbers, date and place of birth, major field of study, degree sought, attained class level, expected date of completion of degree requirements and graduation, degrees and awards received, picture, dates of attendance, full or part-time enrollment status, the previous educational agency or institution attended, class rosters, participation in officially recognized activities and sports, weight and height of athletic team members and denominational preference.

   The University may disclose education records in certain other circumstances, but shall do so only upon the authorization of the Registrar.

4. **The right to file a complaint with the U.S. Department of Education concerning alleged failures by the University to comply with the requirements of FERPA.** The name and address of the office which administers FERPA and to which complaints are to be sent is: Family Policy Compliance Office, U.S. Department of Education, 400 Maryland Avenue, SW, Washington, DC, 20202 4605.
Policies for MBA Students
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.

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

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 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 MBA 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.
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**
- Be in good standing in an accredited graduate school.
- Submit all applicable admissions documentation to the Graduate Admissions Office.
- 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.
- Meet the foundational undergraduate business prerequisite requirement of the course.
- 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.

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 those in the program. All graduate course work must have a minimum grade of "B." All transfer credits must be approved by the MBA 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/BUOL 638, Strategic Decision-Making, 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.
Entry, Early Exit and Re-Entry into Program

The online delivery format and course rotation structure of the MBA Program allows a student to begin the program during any term of the academic year. 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.

**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

Both undergraduate and graduate students have the right to challenge a grade. If discussions with the course instructor and department chair do not lead to a satisfactory conclusion, students may file a formal written appeal with the Vice President for Academic Affairs, who will forward the appeal to the Academic Appeals Committee.

This formal written appeal must be filed by the end of the 4th week of classes in the next regular term following the term in which the course in question was taken. The Academic Appeals Committee then gathers information from the student, the instructor and any other relevant parties. The Committee will deliver its recommendation on the complaint to the Vice President for Academic Affairs. After reviewing this recommendation and concurring or amending it, the Vice President for Academic Affairs will inform the student and instructor of the disposition of the complaint no later than the last day of classes of the term in which the complaint was filed.

Records of all actions regarding academic grade appeals, including their final disposition, are maintained by the Vice President for Academic Affairs and the Academic Appeals Committee.

Disability Accommodations

University of the Cumberlands accepts students with certified disabilities and provides reasonable accommodations for their certified needs in the classroom, in housing, in food service or in other areas. (Please see the University’s Non-Discrimination Policy on page iv.) Students with disabilities may incur additional costs for services not provided by the University. The University’s obligation to reasonably accommodate any student’s disability ends where the accommodation would pose an undue hardship on the University or where accommodation in question would fundamentally alter the academic program.

For accommodations to be awarded, a student must submit a completed Accommodations Application form and provide documentation of the disability to the Disability Services Coordinator. Documentation may include copies of accommodation records from a high school or previously attended educational institution, testing results and evaluation by a licensed psychometrician, and/or statements from a physician describing the disability and the necessary restrictions.

When all paperwork is on file, a meeting between the student and the Coordinator will be arranged to discuss possible accommodations before accommodations are formally approved. Students must then meet with the Coordinator at the beginning of each semester before any academic accommodations can be certified for that term. Certifications for other accommodations are normally reviewed annually. All accommodations may be reviewed at any time at the request of the student or the Disabilities Coordinator.
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.

Appropriate Behavior in the Online Learning Environment

Prohibited learner conduct includes, but is not limited to the following:

1. **Illegal Activities**: Learners may not post, transmit, promote, or distribute content that they know is illegal or could reasonably be expected to know is illegal. Conduct that violates federal, state or local laws is prohibited.

2. **Theft**: Learners may not post, transmit, promote, or distribute content that violates copyright or other protected intellectual property rights. Unauthorized use of university property is prohibited. Theft or abuse of computer resources is prohibited.

3. **Disrespect**: Learners may not harass, threaten, or embarrass others. Learners may not post, transmit, promote, or distribute content that is racially, religiously, or ethnically offensive or is harmful, abusive, vulgar, sexually explicit, or otherwise potentially offensive. Learners must refrain from behavior that may be perceived as inappropriate, offensive, and unfair and must treat all other learners, faculty, staff, and administrators with respect at all times.

4. **Dishonesty**: Learners may not intentionally provide false information, forge, alter, or falsify documents. Learners may not represent the academic work of others as their own.

Learners engaging in prohibited conduct will be subject to disciplinary action, including, but not limited to: course failure, probation, suspension, or expulsion. Such sanctions may lead to additional academic and financial consequences. Learners who are unable to complete a course resulting from disciplinary sanctions, suspension or expulsion are not eligible for tuition refunds.
Comprehensive Exam

All candidates completing the Master of Business Administration degree will complete a written Comprehensive Examination at or near the completion of BADM/BUOL 638, Strategic Decision-Making. 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 an official withdrawal notice. 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.

Students must officially withdraw through the Office of Academic Affairs. Students who fail to officially withdraw forfeit all rights to a refund or reduction in fees. A refund schedule is provided below:

<table>
<thead>
<tr>
<th>Courses Fifteen Weeks or Greater in Length</th>
<th>Official Date of Withdrawal</th>
<th>Charge</th>
<th>Refund</th>
</tr>
</thead>
<tbody>
<tr>
<td>Last day to Register</td>
<td>0%</td>
<td>100%</td>
<td></td>
</tr>
<tr>
<td>Week 2 of classes</td>
<td>20%</td>
<td>80%</td>
<td></td>
</tr>
<tr>
<td>Week 3 of classes</td>
<td>40%</td>
<td>60%</td>
<td></td>
</tr>
<tr>
<td>Week 4 of classes</td>
<td>60%</td>
<td>40%</td>
<td></td>
</tr>
<tr>
<td>Week 5 of classes</td>
<td>80%</td>
<td>20%</td>
<td></td>
</tr>
<tr>
<td>After 5th week of classes</td>
<td>100%</td>
<td>0%</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Courses Greater than Six Weeks but Less than Fifteen Weeks in Length</th>
<th>Official Date of Withdrawal</th>
<th>Charge</th>
<th>Refund</th>
</tr>
</thead>
<tbody>
<tr>
<td>Last day to Register</td>
<td>0%</td>
<td>100%</td>
<td></td>
</tr>
<tr>
<td>Week 1 of classes</td>
<td>20%</td>
<td>80%</td>
<td></td>
</tr>
<tr>
<td>Week 2 of classes</td>
<td>40%</td>
<td>60%</td>
<td></td>
</tr>
<tr>
<td>After 3rd week of classes</td>
<td>100%</td>
<td>0%</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Courses Six Weeks or Less in Length</th>
<th>Official Date of Withdrawal</th>
<th>Charge</th>
<th>Refund</th>
</tr>
</thead>
<tbody>
<tr>
<td>Last day to Register</td>
<td>0%</td>
<td>100%</td>
<td></td>
</tr>
<tr>
<td>After 1st week of classes</td>
<td>100%</td>
<td>0%</td>
<td></td>
</tr>
</tbody>
</table>

If a student officially withdraws after the posted cancellation deadline and on or before the first day of the term, they will be charged a non-cancellation fee of $150 for tuition and $150 for room and board for the Fall and Spring term. There is no non-cancellation fee for the Summer term(s).

If a student officially withdraws after the first day of classes, they will be charged an administrative withdrawal fee of $100 for the Fall and Spring terms and a $50 fee for the Summer and bi-terms.

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

No refund of tuition or fees will be applied for dropping a course after the last day to add a course for the term has expired.

Specific deadline dates for cancellation/refunds are posted to the Bursar’s Office webpage at www.ucumberlands.edu.
Treatment of Title IV Aid when a Student Withdraws

The law specifies how your school must determine the amount of Title IV program assistance that you earn if you withdraw from school. The Title IV programs that are covered by this law are: Federal Pell Grants, Academic Competitiveness Grants, National SMART grants, TEACH Grants, Stafford Loans, PLUS Loans, Federal Supplemental Educational Opportunity Grants (FSEOGs), and Federal Perkins Loans.

When you withdraw during your payment period or period of enrollment (your school can define these for you and tell you which one applies) the amount of Title IV program assistance that you have earned up to that point is determined by a specific formula. If you received (or your school or parent received on your behalf) less assistance than the amount that you earned, you may be able to receive those additional funds. If you received more assistance than you earned, the excess funds must be returned by the school and/or you.

The amount of assistance that you have earned is determined on a prorata basis. For example, if you completed 30% of your payment period or period of enrollment, you earn 30% of the assistance you are originally scheduled to receive. Once you have completed more than 60% of the payment period or period of enrollment, you earn all the assistance that you were scheduled to receive for that period.

If you did not receive all of the funds that you earned, you may be due a post-withdrawal disbursement. If your post-withdrawal disbursement includes loan funds, your school must get your permission before it can disburse them. You may choose to decline some or all of the loan funds so that you don’t incur additional debt. Your school may automatically use all or a portion of your post-withdrawal disbursement of grant funds for tuition, fees, and room and board charges (as contracted with the school). The school needs your permission to use the post-withdrawal grant disbursement for all other school charges. If you do not give your permission (some schools ask for this when you enroll), you will be offered the funds. However, it may be in your best interest to allow the school to keep the funds to reduce your debt at the school.

There are some Title IV funds that you were scheduled to receive that cannot be disbursed to you once you withdraw because of other eligibility requirements. For example, if you are a first-time, first-year undergraduate student and you have not completed the first 30 days of your program before you withdraw, you will not receive any FFEL or Direct loan funds that you would have received had you remained enrolled past the 30th day.

If you receive (or your school or parent receive on your behalf) excess Title IV program funds that must be returned, your school must return a portion of the excess equal to the lesser of:
1. your institutional charges multiplied by the unearned percentage of your funds, or
2. the entire amount of excess funds

The school must return this amount even if it didn’t keep this amount of your Title IV program funds. If your school is not required to return all of the excess funds, you must return the remaining amount. Any loan funds that you must return, you (or your parent for a PLUS loan) repay in accordance with the terms of the promissory note. That is, you make scheduled payments to the holder of the loan over a period of time.

Any amount of unearned grant funds that you must return is called an overpayment. The maximum amount of a grant overpayment that you must repay is half of the grant funds you received or were scheduled to receive. You must make arrangements with your school or the Department of Education to return the unearned grant funds.
The requirements for Title IV program funds when you withdraw are separate from any refunds policy that your school may have. Therefore, you may still owe funds to the school to cover unpaid institutional charges. Your school may also charge you for any Title IV program funds that the school was required to return. If you don’t already know what your school’s Refund policy is, you can ask your school for a copy. Your school can also provide you with the requirements and procedures for officially withdrawing from school.

If you have questions about your Title IV program funds, you can call the Federal Student Aid Information Center at 1-800-4-fedaid (1-800-433-3243). TTY users may call 1-800-730-8913. Information is also available on Student Aid on the Web at www.studentaid.ed.gov.
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 Graduate Admissions 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, Graduate Admissions, 7985 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).

   Students wishing to pursue the MBA Accounting concentration should have completed an undergraduate degree in accounting or demonstrate completion of accounting studies equivalent to the degree.

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 Graduate Admissions address above.

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

7. All documents should be on file in the Graduate Admissions 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 allowed to complete a program prerequisite while concurrently enrolled in MBA classes.

Students who do not have all paperwork in the Graduate Admissions Office by the first day of the term can also be conditionally 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
Degree Requirements

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/BAOL 531, Managerial Accounting
BADM/BUOL 532, Organizational Behavior
BADM/BUOL 533, Marketing Management
BADM/BUOL 534, Managerial Finance
BADM/BUOL 535, Managerial Economics
BADM/BUOL 537, Legal, Ethical, and Social Environment
BADM/BUOL 638, Strategic Decision-Making*

Business Electives (9 hours)
BMIS/BUOL 536, Advanced Management Information Systems
BADM/BUOL 538, Management of Investments
BADM/BUOL 539, Research and Report Writing
BADM/BUOL 631, Managing in a Global Environment
BADM/BUOL 632, Advanced Human Resource Management
BADM/BUOL 690, Special Projects in Business and Related Subjects

* All candidates completing the Master of Business Administration degree will complete a written Comprehensive Examination at or near the completion of BADM/BUOL 638, Strategic Decision-Making. Degree candidates must pass all sections of the comprehensive examination to complete the program.
Master of Business Administration Accounting Concentration Degree Requirements

Master of Business Administration (MBA) - Accounting Concentration

The MBA Program Accounting Concentration is designed to develop competent accounting professionals who are knowledgeable in the various areas of professional practice. Students completing the concentration in Accounting will be prepared to sit for the CPA examination.

Degree requirements include:

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

Accounting Electives (15 hours)
BACC/BAOL 537, Taxation of Business Entities
BACC/BAOL 539, Advanced Accounting Information Systems
BACC/BAOL 632, Advanced Governmental and Not-for-Profit Accounting
BACC/BAOL 635, Advanced Accounting Theory
BACC/BAOL 637, Tax Research and Practice
BACC/BAOL 638, Advanced Assurance Services
BACC/BAOL 690, Special Projects in Accounting and Related Subjects

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

**MBA Core Courses**

**BACC/BAOL 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/BUOL 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/BUOL 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/BUOL 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/BUOL 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/BUOL 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/BUOL 638, Strategic Decision-Making** (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: Managerial Accounting, Organizational Behavior, Marketing Management, Managerial Finance, and Managerial Economics.
MBA Electives

**BADM/BUOL 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/BUOL 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/BUOL 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/BUOL 632, Advanced Human Resource Management** (3 credit hours).
This course is the study of contemporary topics related to effective management of human resources, and emphasizes in-depth research and analysis of the interrelationship of the human resource function in a dynamic business environment.

**BMIS/BUOL 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.

**BADM/BUOL 690, Special Projects in Business and Related Subjects** (3 credit hours).
This course is designed to allow students to conduct in-depth investigation, research, and analysis of current topics or specialized study in a specific area of business. Special Projects may be retaken under different subtopics for a cumulative total of six (6) hours.
Accounting Concentration Electives

**BACC/BAOL 537, Taxation of Business Entities** (3 credit hours).
This course focuses on a study of business entity taxation and the tax laws governing corporate taxpayers and their shareholders (who may or may not be individuals). Transactions and issues associated with taxation of entities such as regular C corporations, S corporations, limited liability companies, partnerships, and others.

**BACC/BAOL 539, Advanced Accounting Information Systems** (3 credit hours).
This course focuses on advanced study topics in accounting information systems. Within the course, conceptual models and practical application of accounting information systems will be addressed. Students will utilize applicable information technologies to analyze, design, and implement accounting systems along with relevant internal controls.

**BACC/BAOL 632, Advanced Governmental and Not-for-Profit Accounting** (3 credit hours).
This course provides for an advanced, intensive study of the accounting and financial reporting procedures for governmental and not-for-profit entities.

**BACC/BAOL 635, Advanced Accounting Theory** (3 credit hours).
This course is an intensive study of recent developments, research, and literature in accounting theory. A focus of this course is critical analysis of current and emerging issues in accounting practice and theory as reflected in accounting literature.

**BACC/BAOL 637, Tax Research and Practice** (3 credit hours).
This course expands on concepts related to the federal income tax system as it applies to individuals, corporations, S corporations, partnerships, limited liability organizations, estates/trusts, and not-for-profit organizations. Research of tax issues is an emphasis of the course.

**BACC/BAOL 638, Advanced Assurance Services** (3 credit hours).
This course focuses on advanced study of selected topics in auditing and assurance services. Internal/external auditing, the impact of the Sarbanes-Oxley Act, and risk assessment will be addressed. This course will include an examination of current academic literature relevant to auditing and assurance services.

**BACC/BAOL 690, Special Projects in Accounting and Related Subjects** (3 credit hours).
This course is designed to allow students to conduct in depth investigation, research, and analysis of current topics or specialized study in accounting. The course may be retaken under different subtopics for a cumulative total of 6 hours.
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
Mr. Randy Vernon, B.S., M.A.  Vice President for Athletics
Mr. Donald Grimes, M.S.  Vice President for Information Services
Dr. Eddie Perkins, B.S., D.O.  Vice President for Medical Services

Administrative Staff

Mr. David Bergman, B.S., M.A.  Director of Alumni Services
Mr. Nicholas L. Cockrum, MBA  Associate Dean for Academic Affairs (Online)
Mr. Charles Dupier, Ill, MBA  Registrar
Ms. Jo Dupier, B.S., M.B.A.  Bursar
Dr. Tom Fish, Ph.D.  Director of Undergraduate Studies, Retention, and Assessment
Ms. Debbie Harp, M.A.  Director of Career Services
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.

**Gary Gibson** (2008). Associate Professor of Business Administration  
B.B.A., Lincoln Memorial University; M. Accountancy, University of Tennessee;  
additional work Eastern Kentucky University and University of Kentucky; CPA
Hutton School of Business Faculty

**Donald Grimes** (1994). Assistant Professor of Management Information Systems and Vice President 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.

**R. Michael LaGrone** (1998). Professor of Business Administration
B.S., University of Georgia; M.B.A., Indiana University; Ph.D., University of South Carolina; CMA

**Vernon McGlone** (2000). Associate Professor of Management Information Systems
B.S., Northern Kentucky University; M.B.A., Ph.D., University of Kentucky; Additional Study: Eastern Kentucky University
Hutton School of Business Faculty

Vonda Moore (2008). Professor of Business Administration and Director, MBA Program
B.B.A., Eastern Kentucky University; M.A.Ed., Union College; DBA, Argosy University

Kenneth Stephen Sims (1989). Assistant Professor of Management Information Systems

Chin-Teck Tan (1988). Associate Professor of Business Administration
B.S., Cumberland College; M.B.A., Tennessee Technological University; Ed.D., University of the Cumberlands.