



Photo by L. McKnight

# Graduate Business Administration BULLETIN 2016-2017

## Disclaimer

The information contained in this Bulletin is subject to change at any time. Please note that this document is accurate as of August 2016. Subsequent updates and corrections made to the most current version can be viewed online:

<http://www.bus.umich.edu/pdf/MBAMAccMSCMBulletin.pdf>.

**This Bulletin is published by the Stephen M. Ross School of Business and is maintained by the Ross Registrar's Office:**

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**Accreditation Statement**

<http://www.accreditation.umich.edu/>

The University of Michigan is accredited by the North Central Association of Colleges and Schools, Commission on Institutions of Higher Education, 30 N. LaSalle Street, Suite 2400, Chicago, IL 60602-2504; Phone: 800-621-7440; 312-263-0456; Fax: 312-263-7462.

**Nondiscrimination Policy Notice**

<http://hr.umich.edu/oie/ndpolicy.html>

The University of Michigan, as an equal opportunity/affirmative action employer, complies with all applicable federal and state laws regarding nondiscrimination and affirmative action. The University of Michigan is committed to a policy of equal opportunity for all persons and does not discriminate on the basis of race, color, national origin, age, marital status, sex, sexual orientation, gender identity, gender expression, disability, religion, height, weight, or veteran status in employment, educational programs and activities, and admissions. Inquiries or complaints may be addressed to the Senior Director for Institutional Equity, and Title IX/Section 504/ADA Coordinator, Office of Institutional Equity, 2072 Administrative Services Building, Ann Arbor, Michigan 48109-1432, 734-763-0235, TTY 734-647-1388. For other University of Michigan information call 734-764-1817.

**Campus Safety Statement**

Each year, the University of Michigan prepares an "Annual Security Report" and publishes it in the Campus Safety Handbook. The report, which is issued each October 1, contains detailed information on campus safety and security policies, procedures, and programs, including information on: emergency services, security telephone numbers, sexual assault policy, stalking laws, handling obscene phone calls, sexual harassment policy, dealing with workplace violence and threats, police agencies, health services, counseling services, safe transportation after dark, safety tips, and alcohol and drug policies and programs. The report also includes statistics concerning crimes on campus. If you would like to receive a complete copy, visit the University of Michigan Department of Public Safety website at <http://police.umich.edu/> or call 734-763-3434.

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## **I. Philosophy of the University of Michigan Masters Programs**

The demands of a global economy have changed the requirements for personal and business success. As a result, the Stephen M. Ross School of Business at the University of Michigan is leading an industry redefinition of traditional business education. Leveraging its academic depth, an international network of corporate partners, and a diverse, cooperative culture, Michigan delivers a distinctive leadership and management educational experience. Graduates of our standard-setting Master of Business Administration (MBA) programs, our Master of Accounting (MAcc) program, our Master of Supply Chain Management (MSCM) program, and our Master of Management (MM) program combine knowledge with action, gaining skills that produce results and improve business.

The Ross School of Business offers an array of opportunities for education, personal and career development, community involvement, and social interaction. In the classroom, students get the latest in both theory and practical applications from top teachers and scholars. In our MBA program, traditional management education is complemented with high-impact, hands-on professional development. Michigan MBAs work within businesses and develop valuable skills in areas like leadership, teamwork, and decision-making. And, no matter what the setting, Michigan MBAs, MAccs, MSCMs, and MMs learn from each other. The Michigan programs produce graduates who set a standard for leadership and effectiveness.

## **II. Statement of Community Values**

As a member of both the Ross School of Business and the University of Michigan communities, MBA/MAcc/MSCM/MM students are responsible for reading the Ross Statement of Community Values and the University of Michigan Statement of Student Rights and Responsibilities.

### **A. Ross Community Values**

All members of the Ross community agree to abide by the Ross School of Business Statement of Community Values. It is a hallmark of how we study and work together. The Statement of Community Values states:

“We, the members of the Ross School of Business community – students, faculty, and staff – shall work together in striving for excellence in every aspect of our School’s activities. We seek to be a model of how members of an academic community can combine their spirit and talents to achieve such institutional excellence.

We understand that in striving for excellence, our personal and institutional integrity is our most precious asset. Accordingly, we accept accountability for our behavior and will not knowingly act in ways that might damage that integrity.

We commit ourselves to performing our work and fulfilling our responsibilities honestly and professionally. In particular, we will not tolerate cheating of any sort by any member of our community in any situation.

We shall treat each other with respect, honoring the dignity and value of each member of our community. We will cooperate with each other and fulfill our mutual commitments. We will extend these same courtesies to our guests.

We pledge to share community assets, such as facilities, library materials and information technology resources, in ways that are responsible, that comply with established policies and that reflect the principle of fairness.

We accept adherence to these values as a condition of membership in the Ross School of Business community.”

Accompanying the Statement of Community Values are Codes of Conduct and specific procedures in the case of a reported violation.

These codes are maintained online:

<http://www2.bus.umich.edu/MyiMpack/academics/ross-community-values>

## **B. UM Statement of Student Rights and Responsibilities**

<https://oscr.umich.edu/statement>

The University of Michigan-Ann Arbor (the University) is dedicated to supporting and maintaining a scholarly community. As its central purpose, this community promotes intellectual inquiry through vigorous discourse. Values which undergird this purpose include civility, dignity, diversity, education, equality, freedom, honesty, and safety.

When students choose to accept admission to the University, they accept the rights and responsibilities of membership in the University's academic and social community. As members of the University community, students are expected to uphold its previously stated values by maintaining a high standard of conduct. Because the University establishes high standards for membership, its standards of conduct, while falling within the limits of the law, may exceed federal, state, or local requirements.

Within the University, entities (such as schools and colleges, campus, professional, and student organizations) have developed policies that outline standards of conduct governing their constituents and that sometimes provide procedures for sanctioning violations of those standards. This [Statement of Student Rights and Responsibilities](#) (the Statement) does not replace those standards; nor does it constrain the procedures or sanctions provided by those policies. This Statement describes possible behaviors which are inconsistent with the values of the University community; it outlines procedures to respond to such behaviors; and it suggests possible sanctions which are intended to educate and to safeguard members of the University community.

The Office of Student Conflict Resolution (OSCR) also publishes a list of policies which govern non-academic student conduct on campus. For additional policy statements, see: <http://www.studentpolicies.dsa.umich.edu>.

100 Student Activities Building, 515 East Jefferson, Ann Arbor, MI 48109-1316

<https://oscr.umich.edu/>

[oscr@umich.edu](mailto:oscr@umich.edu)

Phone: 734-936-6308

## **III. Student Records**

Ross students have a student records file, which is stored electronically with secured access. This file contains admissions material, test scores, unofficial copies of academic records, memoranda, correspondence, and notes that Academic Advisors have made about their conversations with a student. Information of a sensitive nature may be removed from the academic advising file at the discretion of the School Registrar or at the request of the student and placed into a confidential file. Confidential files are also created for those students charged with some form of academic misconduct and for other serious violations.

Students have the right to examine most materials in their own academic files. Students who wish to review their files may do so by scheduling an appointment with the School Registrar.



Details regarding student access to file material are also noted on the University of Michigan Registrar's website: <http://www.ro.umich.edu/ferpa/>.

Students may obtain copies of their transcripts free of charge through Wolverine Access, with details available at <http://www.ro.umich.edu/>. An electronic (PDF) transcript order allows for attachments to be uploaded and sent along with the transcript. Rush processing and expedited delivery options are now available online as well. The Ross School of Business does not issue transcripts directly.

Access to individual student files is restricted to official college Academic Advisors and staff whose job responsibilities include managing student records. Only the Associate Dean for Graduate Programs, the Associate Dean for Undergraduate Programs, the Chair of the Community Values Committee, the School Registrar and select administrative staff have access to individual confidential files. Third parties, including parents, faculty, recruiters, and graduate school admission committees, do not have access to student advising files except as allowable by the [Family Educational Rights and Privacy Act \(FERPA\)](#) and UM student record privacy policy..

Ross School of Business deletes all student files seven years after a student has graduated from his/her program, including all confidential materials, unless the student has a violation sanction explicitly stating that the file is to be kept indefinitely. If a student does not graduate, the files are destroyed after ten years.

## **IV. Financial Aid**

The Ross School of Business Office of Financial Aid (a satellite office of the University of Michigan Office of Financial Aid) is responsible for processing and awarding all Ross MBA financial aid. This aid includes federal and private loans, and scholarships.

Ross scholarships are applied to tuition and fees only. You must successfully complete your first year in good academic standing (minimum of a 2.0 cumulative GPA) to retain your scholarship in your second year. The scholarship may be canceled at any time in the event of an honor code violation.

Ross scholarships are paid equally split between the fall and winter terms. Students must be enrolled full-time to receive the funds. An exception to the payment and enrollment policies may be made in the final term leading to graduation – contact the Ross Financial Aid office for assistance.

Dual degree students receiving a Ross scholarship should contact the Ross Financial Aid office if other tuition and fee aid is received, or you are deferring Ross in your first year to attend your dual school.

Email: [rossfinaid@umich.edu](mailto:rossfinaid@umich.edu)

Website: <http://www2.bus.umich.edu/MyiMpact/financial-aid>

## **V. Curriculum Planning and Options**

Outside of the core coursework, responsibility for planning the elective content of the academic program rests with students. Thorough familiarity and understanding of the regulations contained in this Bulletin are essential for sound planning.

Degree requirements checklists are available online for students to monitor their academic progress: <http://www2.bus.umich.edu/MyiMpact/academics/degree-requirements>. Students may also access a live degree advisement report (audit) via Wolverine Access.

### **A. Academic Advising**

The Ross School of Business provides academic advising to assist graduate students in developing meaningful educational plans that satisfy their academic goals, as well as provide support for unanticipated circumstances or students who are placed on academic probation. Students in the Full-time and Evening MBA programs are especially encouraged to meet with an Academic Advisor, because of the flexible nature of their curriculum. Students are encouraged to choose elective courses that will best meet their individual goals for their degree and may schedule an appointment to discuss their course plans with an Academic Advisor.

Appointments are scheduled online:

<http://www.bus.umich.edu/impact/CounselingCalendar/AcademicServices/>.

Those students unable to visit our office during regular business hours may hold appointments via phone or Skype.

The academic advising staff helps graduate students:

- select appropriate courses and other educational experiences
- develop suitable educational plans
- understand institutional requirements
- understand available resources for assistance within and outside of the business school
- develop personal and educational goals and evaluate their progress

Academic Advisors and staff also provide support for degree progress functions such as:

- degree audits
- dropping/adding classes
- core course waivers
- dual degrees or graduate certificate programs
- independent studies

The Ross Registrar's Office manages pre-registration into core courses and provides support for course bidding for business elective classes. Students should be sure to regularly check web

pages at <http://www2.bus.umich.edu/MyiMpack/Academics> and watch for emails throughout the school year regarding course registration processes.

## **B. Elective Options**

### **1. Non-Business Courses**

The rich variety of courses available at the University of Michigan allows each student expanded, unparalleled opportunities to develop a program of study to fit personal career objectives. Students may select coursework in other units at the University of Michigan-Ann Arbor, according to degree program guidelines.

Registration guidelines include:

- To determine if a course is offered for graduate-level credit, students should consult an Academic Advisor and/or the Rackham Graduate School:  
[https://secure.rackham.umich.edu/academic\\_information/programs/](https://secure.rackham.umich.edu/academic_information/programs/).
- Students should consult the academic calendar of the course's unit for drop/add deadlines and course attendance policies.
- MBA students may complete up to ten credit hours of graduate-level courses in other units at the University of Michigan-Ann Arbor while enrolled in the MBA program.
- MBA candidates may not be concurrently enrolled in another degree program unless participating in an approved dual degree program.
- The one exception to this policy occurs when PhD students are admitted from non-Business graduate programs into the Evening MBA program. These students may continue their enrollment in the other PhD program, with the approval of that program.
- The Ross School of Business cannot transfer credit from other universities or colleges nor can it give credit for practical experience, participation in musical or athletic organizations, or for physical education or performance courses.

Additional details are available online:

<http://www2.bus.umich.edu/MyiMpack/academics/MBA-nonbusiness-electives>

### **2. Independent Study Projects**

Individual and group academic research or action-based learning projects, supervised by faculty, are available to graduate business candidates. Non-business master-level students may also complete individual and/or group projects.

To select a project, students should consult the appropriate professor about the nature of the work and the number of credit hours it would earn. Appropriate forms must be completed and processed, indicating faculty, Department Chair, and Dean's Office approval of the project.

For each project, the student will submit a final project or paper to the faculty supervisor who will evaluate the character and quality of the work and render a grade. The paper will be stored by the Kresge Business Administration Library using the University's [Deep Blue](#) Service. The student must submit the paper to the faculty member no later than exam week of the term in which the project was elected.

Registration guidelines include:

- Completed forms must be submitted to the Ross Registrar's Office no later than three weeks prior to the last day of classes for the term in which credit is requested.
- Enrollment in Independent Study project courses is open only to students enrolled at the University of Michigan-Ann Arbor who are in good academic standing (minimum 2.000 GPA).
- Students earn one to three credit hours per project.
- MBA students may elect one project course per full term, up to a maximum of three over the course of the program, not exceeding seven credit hours in total.
- MAcc and MSCM students are allowed up to three credits of Independent Study coursework.
- Research projects/independent study work should never be shadows of existing classes, nor used to bypass class registration constraints.

Details and forms are available online:

<http://www.bus.umich.edu/Academics/Curriculum/ElectiveOptions/IndependentResearch/>

### **3. Credit for Foreign Language Study**

With special permission, MBA students may earn degree credit for undergraduate language courses at the University of Michigan-Ann Arbor. To request credit for undergraduate language study, students should complete the request form through the Ross Registrar's Office.

Registration guidelines include:

- Credit for undergraduate language courses is awarded on a 2 for 1 credit basis. Students may receive one graduate credit hour for every two undergraduate credit hours earned with a grade of "B" or better.
- A maximum of six graduate credit hours will be counted toward the degree. These credit hours are not included in calculation for academic honors.
- Please note that during the first year of the Full-time MBA program, only students who have waived one or more core classes will have room in their schedules to add an undergraduate language class as their elective.

Details and forms are available online:

<http://www2.bus.umich.edu/MyiMpact/academics/credit-foreign-language-study>

### **4. Elections by Students Enrolled in Other Units**

Graduate students enrolled in other divisions of the University may elect most courses in the Ross School of Business, if they obtain faculty approval, satisfy course prerequisites and space permits. These students should note that if they become MBA, MAcc, MCSM, or MM degree candidates at a later date, credit hours taken while enrolled in another degree program at the University do not count toward the Ross degree.

### **C. Special Programs**

Eligibility and registration policies are managed carefully by the Ross Registrar's Office. Course availability and offerings are subject to change.

For a full list of Institutes and Centers, see:

<http://www.bus.umich.edu/FacultyResearch/ResearchCenters/>

## 1. Dual Degrees

The Ross School of Business offers over 20 established dual degree programs at the MBA level, enabling qualified students to pursue concurrent work in business administration and other disciplines within the University of Michigan-Ann Arbor. Students may enroll in dual degree programs after being accepted to both the Business School and the other school or college in which they are interested. Separate applications must be made to both schools—acceptance to either school is not contingent upon the other. MBA students also have the option to create and pursue a dual degree with another graduate/professional program at the University of Michigan-Ann Arbor not on the list of established dual degree programs. These students pursue two graduate degrees simultaneously, working toward a "Student Initiated Dual Degree (SIDD)". Students who are admitted to the non-Ross school first should note that if they become MBA degree candidate at a later date, credit hours taken while enrolled in the degree program at the University do not count toward the Ross degree.

Students should see an academic advisor to determine an appropriate plan of study, keeping the following Ross policies in mind:

- Each term, students must be enrolled for all classes under just one school's registration in Wolverine Access (regardless of the courses taken), with the exception of Law & Medicine.
- Full-time MBA dual degree students must enroll under the Business Administration career in Wolverine Access for a minimum of 3 terms of full-time enrollment (full-time enrollment is defined as 9.00 credit hours or more of coursework per term).
- Part-Time: Evening MBA dual degree students must register for a minimum of 45.00 credits worth of courses under the Business Administration career.

For more information, see:

<http://www2.bus.umich.edu/MyiMpact/academics/mba-dual>

## 2. Real Estate Certificate Program

The Real Estate Development Certificate is a graduate certificate program offered through the [A. Alfred Taubman College of Architecture and Urban Planning](#), and administered by the [Rackham Graduate School](#). Current UM non-Rackham graduate students (e.g. MBAs) are eligible to apply, but the program also considers applications from individuals who are not current UM graduate students. Current UM graduate students must submit a separate application to the Rackham Graduate School for admission to the certificate program.

The certificate requires a minimum of 17.00 credits. Once admitted, current UM graduate students are permitted to double-count some credits from their primary degree (e.g. MBA) with the certificate program, but will need to complete additional stand-alone credits, registered under the Rackham Graduate School. For a Full-time MBA student, the certificate can be completed during the two year MBA program, but this does require careful planning. Students who are considering pursuing the certificate should start to plan their schedule accordingly in their first term at Ross.

For information, see:

<http://www2.bus.umich.edu/MyiMpack/academics/real-estate-development-certificate>

### **3. Healthcare Management Concentration**

The concentration complements the Full-time MBA curriculum with electives both at Ross and at top-rated schools throughout the university, along with healthcare-related activity outside the classroom. This combination gives you the multidisciplinary background to become a true leader in the healthcare industry.

In the concentration, you will take 12 credits of healthcare coursework, 3 credits of which must be taken in a U-M school other than Ross. You may complete the concentration within the 57 credits required for your MBA.

For information, see:

<http://michiganross.umich.edu/programs/full-time-mba/curriculum/healthcare>

### **4. Business and Sustainability Concentration**

The concentration complements the Full-time MBA curriculum for students interested in addressing extant and emerging sustainability challenges, with electives both at Ross and at top-rated schools throughout the university. Coursework will be augmented by co-curricular activities through the Erb Institute, Net Impact, the Energy Club, and other units on campus.

In the concentration, you will take 12 credits of coursework; at least 6 credits must be taken within Ross, and at least 3 credits must be taken in a U-M school other than Ross. You may complete the concentration within the 57 credits required for your MBA. Interested students should email [MBAProgramOffice@umich.edu](mailto:MBAProgramOffice@umich.edu). Evening MBAs with flexible schedules to accommodate day classes may also pursue the concentration.

### **5. Tauber Institute for Global Operations**

The MBA Tauber program prepares students to assume leadership roles and to move toward general management positions. In addition to the "core courses" that are typical of many MBA programs, students also gain a knowledge of operations through selected classes in product design, process design and optimization, project management, and operations technology management. For information, see: [www.tauber.umich.edu](http://www.tauber.umich.edu).

### **6. Washington Campus**

BL 688: Washington Campus is an intensive, one-week course held in Washington, D.C., that provides participants with first-hand exposure to the decision-making processes in federal government and an understanding of how they impact business. Sessions are typically held January – August. Course content and guest speakers will vary based on faculty director and current events.

Eligibility requirements include:

- All applicants must be in good academic standing.

- All applicants must have active degree candidacy at the time of participation; alumni are not eligible to participate.
- Prior completion of some coursework. Full-time MBA students must have successfully completed the first Fall term. Evening MBA students must have successfully completed 15.00 credits.
- Students will register for 3.00 credit hours of BL 688. Students must reserve space in their schedule to add this course. As part of the 3.00 credit hours, students will be required to complete an exam, group project, individual public policy analysis research paper, and attend all sessions while in D.C.
- No other conflicts or commitments at the time of the chosen session.

For information, see: <http://www2.bus.umich.edu/MyiMpact/academics/washingtoncampus>

## 7. Study Abroad

The Ross School of Business offers many opportunities for international involvement. Many term-specific courses may incorporate some type of international experience. Curriculum offerings are subject to change each term; refer to online course descriptions for more information: <http://www.bus.umich.edu/CourseManagement/CourseDescriptions.asp>.

The Ross School of Business consistently offers the following international opportunities:

### a. MBA Short-Term Opportunities

BUSABRD 520: Short-term opportunities for MBA students are available via BUSABRD 520 Global Immersion offerings. Through these, students gain an in-depth understanding of an international business topic by actively engaging in company visits, cultural activities, and interactive lectures from business professors and professionals currently working in the field. The location, content, and schedule for these courses vary year to year and typically are announced in the Fall Term. Past countries have included China, Israel, and Germany.

For more information see:

<https://michiganross.umich.edu/programs/global-initiatives/graduate-opportunities>.

Applicants must be in good academic standing, and be an MBA1 or Evening MBA at time of participation. Please see the Global Initiatives website for Weekend MBA and Global MBA-specific opportunities. Typically students will travel abroad and take classes for two weeks in May though additional offerings may be available in January and August. Students apply via M-Compass and will be granted permission to enroll.

For detailed course descriptions and applications see <https://mcompass.umich.edu/>.

Your participation in BUSABRD 520 is not contingent on the completion of any pre-requisites. If questions arise regarding how BUSABRD 520 may fit into your degree completion plan, please

see your academic advisor. For program-specific questions, please contact a Global Education Advisor by emailing [ross-globalinitiatives@umich.edu](mailto:ross-globalinitiatives@umich.edu).

### **b. MBA Global Semester Exchange**

During their second year, Ross MBA students have the opportunity to study abroad at one of our distinguished partner schools in cities as diverse as Shanghai to Buenos Aires. Our exchange partnerships allow students to learn about business from a different perspective, experience another culture, and network with students, faculty, and professionals from around the world. Students can choose to participate in half- (Winter A only) or full-semester exchange programs during the winter semester of their second year depending on which option best suits their academic or professional plans.

Students apply and are selected through Ross and are then nominated to the partner school where they take courses alongside local students. Students enroll into a full course load at one of the partner schools and receive general business elective credit. For details of the program as well as list of the partner schools, visit:

<https://michiganross.umich.edu/initiatives/mba-global-semester-exchange-program>

Eligibility requirements include:

- All applicants must be in good academic standing.
- All students must be Evening MBA or MBA2 at the time of participation.
- All core courses, including Business Law, Communication, and Competing in the Global Business Environment, must be completed prior to departure for full Winter term programs. Students participating in Winter A programs are not required to complete Business Law or Communication Requirements prior to participation. However, MBA2 students must complete these requirements upon returning to Ann Arbor for Winter B.
- Students will register for 6.00 –18.00 credit hours of BUSABRD. Students must pass each of their courses abroad per the host school's grading policy and grades will appear on the University of Michigan transcript as Pass/Fail. In the event that a student receives a failing grade, they will not receive the proportionate number of Ross credits for that course and it will be recorded as a Fail on their transcript.

### **c. HTH Insurance**

Students will be charged the mandatory HTH Insurance fee when they register for BUSABRD study abroad course. This is an automated process and will be used to purchase the health insurance on behalf of the student; the charges will be issued to the student account. Fees are:

- \$75: Winter A study abroad
- \$175: Full semester study abroad

### **d. Program Commitment**

Once a student accepts their offer to study abroad, the spot will be considered filled and it will not be offered to another student. Students will be removed from the Ross course bidding process for that term as it is assumed you will be spending it abroad.



Students who withdraw from the program after fully committing must e-mail Global Initiatives, stating in full the reasons for the late withdrawal. Students who withdraw late will be charged a fee reflecting recouping costs associated with late withdrawals. Costs are determined by the withdrawal date:

- \$500 – withdrawals in September
- \$1,000 – withdrawals in October or November
- \$1,500 – withdrawals in December

Additionally, outgoing exchange students will be removed from the Ross course bidding process and will register into BUSABRD for their term abroad. Students who withdraw from the program late will receive no bid points and be required to register for Ross courses for that term. Students who withdraw late will also need to drop BUSABRD.

For information on the above international opportunities, see:

<http://www.bus.umich.edu/GlobalInitiatives/>

## **VI. Registration**

Graduate business students register for courses using several different methods. It is always the student's responsibility to review his/her actual schedule in Wolverine Access and confirm that they are registered for the correct classes. The student is expected and required to make any adjustments to his/her schedule within the stated timelines and guidelines.

The Ross Registrar's Office provides students with registration information before the registration period begins each term:

<http://www2.bus.umich.edu/MyiMpact/academics/registration>

Students must check the registration dates and deadlines for each specific term:

<http://www2.bus.umich.edu/MyiMpact/academics/times-dates>

### **A. Modifying Class Selections**

All graduate degree students except Evening MBAs are pre-registered into the majority of their core courses, and are expected to take all core courses in their proper sequence and in their assigned cohort group.

Students are not allowed to drop a pre-registered core course unless they have waived that core course. For more information on core course waivers, see:

[Section X, D, Course Waiver Information](#) and

<http://www2.bus.umich.edu/MyiMpact/academics/core-curriculum/core-course-waivers>.

Students may use Wolverine Access to add or drop elective classes prior to the start of the term and during the drop/add period.

### **B. Permissions**

A permission, or override, allows students to enroll in a class if there are certain restrictions active in the system that block them from enrolling.

Students must contact the instructor of the course to request permission to register. A student would need to obtain instructor permission in the following instances:

- A class is closed:
  - o Class is set up as permission of instructor only
  - o Class is full, but instructor is willing to admit students above capacity, or if there is a waitlist, as enrolled students drop and seats become available.
- A class is open, but the student does not meet the requirements for enrolling in the course:
  - o Student does not meet the listed prerequisites
  - o Student does not match the student type for which seats are reserved

For more information:

<http://www2.bus.umich.edu/MyiMpact/academics/permissions>

### **C. Drop/Add Deadlines**

The drop/add deadlines for Fall, Winter and Spring/Summer (14-week and 7-week) courses are available online: <http://www2.bus.umich.edu/MyiMpact/academics/registration-dates>. Note that different dates may apply for intensive or alternatively scheduled course offerings; check the class listing and registration deadlines for details.

For more information regarding the Drop/Add process, see:

<http://www2.bus.umich.edu/MyiMpact/academics/how-add-drop-classes>

### **D. Modifying Class Selections Before the Drop/Add Deadline**

Prior to the published Drop/Add Deadline for the given term, students may modify their class schedule through Wolverine Access. The student's revised course schedule must meet the enrollment regulations of his/her program by the Drop/Add Deadline (see [Section VII, A, Credit Hours Guidelines](#)). Prior to these deadlines, approval from the Ross Registrar's Office is not required to drop/add and no 'W' will be posted on the student's transcript for courses dropped.

Students should be aware of class attendance policies; if adding a class after the first week, students should check with the instructor prior to registering.

### **E. Modifying Class Selections After the Drop/Add Deadline**

After the published Drop/Add Deadline for the given term, students may not modify their class schedule without permission from instructor and processing by the Ross Registrar's Office. **The final deadline to drop classes is no later than the last regular class meeting for the term.**

The following procedures only apply to Business Administration students. Non-Business Administration students must obtain approval from their home school to add or drop classes after the drop/add deadline.

Students should complete a Late Add/Drop Request in Wolverine Access to add or drop a class after the Drop/Add Deadline (but before the last class meeting). To submit such a request, the student should proceed through the standard registration steps to add or drop a class. Once these steps have been completed, the student will be able to access a Late Add/Drop Request button. Students will be prompted to complete a brief questionnaire before submitting their request. The request will then pass through four approval levels before the late add/drop is processed. The request will be time-stamped from the student's initiation of the request, and the

student can track the progress of the request in his/her Student Center in Wolverine Access. Students can cancel the request via their Student Center at any point before the final approval.

### **F. Considerations for Late Adds**

- Regardless of seat capacity in the class, Adds after the first class meeting must have the full support of the instructor.
- Students must meet all prerequisites for the desired class.
- Adding credits may affect tuition. For more information, contact the Office of the Registrar Tuition and Fees: <http://www.ro.umich.edu/tuition/tuition-fees.php>.
- Students must have room in their schedule to add the desired class:
  - Full-time graduate students are capped at 18.00 credits in a full term. Late Adds may not exceed this limit.
  - Evening MBA students adding credits above 7.50 in the Fall or Winter terms or 4.50 in the Spring or Summer terms need to contact the Ross Registrar's Office for special permission (see [Section VII, 2](#)).

### **G. Considerations for Late Drops**

- Core courses may not be dropped. Only Evening MBA students are exempt from this rule.
- Elective courses may be dropped only up to the last regular class meeting, with instructor approval.
- Failure to complete the drop request by the last regular class meeting for that class means the class will remain on the student's record and a grade will be assigned.
- If the course to be dropped is the only class for which a student is registered during the term, the student should not submit a Late Drop Request but rather follow procedures for a Term Withdrawal. See: <http://www2.bus.umich.edu/MyiMpact/academics/register>.
- When a course is dropped after the deadline, a "W" notation appears on the student's transcript indicating that the student elected the course and later dropped it, even if the student never attended the class. This "W" has no effect on GPA.
- Tuition charges are not reduced by a late drop if the student has other courses remaining on his/her schedule. For tuition policies and applicable deadlines, see: <http://www.ro.umich.edu/tuition/>.
- Dropping a course may affect current financial aid and/or future financial aid eligibility. For further information, students should contact Ross Financial Aid ([rossfinaid@umich.edu](mailto:rossfinaid@umich.edu); 734-764-5139).
- International students who wish to drop below full-time status should contact the International Center. Full-time for visa purposes is 8.00 credits for graduate students.

**Requests for late drops not covered by the above guidelines will be reviewed only in cases of grave personal emergency.**

### **H. Term Withdrawal**

Term withdrawal means the elimination of all courses for a given term after the term has begun. Students wishing to withdraw from all classes for the term should contact the Ross Registrar's Office. Students who register and subsequently withdraw after the term begins will be responsible for the registration/disenrollment fee, regardless of their class attendance. For tuition policies and applicable deadlines, see: <http://www.ro.umich.edu/tuition/>.

See also: [Section VII, C. Maintenance of Active Degree Candidacy and Readmission](#).

## **VII. Degree Progress Regulations**

### **A. Credit Hours Guidelines**

#### **1. Full-Time MBA, MAcc, MSCM, and MM Guidelines**

For full-time students, a full load is considered to be around 15.00 credits per term, and students are discouraged from exceeding this - especially during their first term in the program. The University registration system will allow students to select up to 18.00 credits per term. MBA1 students should not register for more than 9.00 credits in any half (A/B) term, and MBA2 students should not register for more than 10.50 credits in any half (A/B) term.

MBA2 students with a high Grade Point Average (GPA) equivalent may ask to enroll in more than 18 credits in one semester; contact the Ross Registrar's Office for information. MBA1 students are not permitted to exceed 18 credits in any term.

Students must select a minimum of 9.00 credit hours in the Fall and Winter semesters to be a full-time student. Enrolling in less than full-time status (ie, going below 9.00 credits per semester) may impact financial aid, degree progress, and immigration status.

#### **2. Evening MBA Guidelines**

Fall/Winter Terms	Spring/Summer Terms
Elect up to 7.50 credit hours	Elect up to 4.50 credit hours
Request to increase credit limit up to 9.00 credit hours, without documentation*	Request to increase credit limit up to 7.00 credit hours, without documentation*
Request to elect <b>more</b> than 9.00 credit hours, with documentation**	Request to elect <b>more</b> than 7.00 credit hours, with documentation**

##### **a. Credit Limit Increases Not Requiring Documentation\***

Prior to the start of a term, Evening MBA students may request to have their credit hours increased up to 9.00 credit hours in Fall/Winter terms, and up to 7.00 credit hours in Spring/Summer terms. Students must be in good academic standing and not in their first term of the program. A request is made by e-mailing [RossRegistrarsOffice@umich.edu](mailto:RossRegistrarsOffice@umich.edu), including the student's full name, UMID, term, and the number of credits needed.

##### **b. Credit Limit Increases Requiring Documentation**

Prior to the start of a term, Evening MBA students who have a reduced workload or are no longer employed may be eligible to request more than 9.00 credit hours in Fall/Winter terms, and more than 7.00 credit hours in Spring/Summer terms. A request is made by e-mailing [RossRegistrarsOffice@umich.edu](mailto:RossRegistrarsOffice@umich.edu), including the student's full name, UMID, term, and the number of credits needed. It should also include documentation from the student's employer confirming that she/he knows of the student's plan to take on the increased course load and is supportive of that plan or confirmation that the student is no

longer working. All such requests requiring documentation are carefully reviewed by the Ross Registrar's Office.

Evening students who have the flexibility to do so can register for a Full-time MBA elective class with instructor permission, within these credit limit guidelines. Because Full-time students have first priority for day classes, however, availability may be limited. Full-time students have the same flexibility for Evening classes with similar restrictions on availability.

### **B. Time Limit for Completing Degree Requirements**

Students must complete the requirements for the MBA, MAcc, MSCM, or MM degree within 10 years of their initial enrollment. Students who desire more time must submit a written petition to the Ross Registrar's Office, including the reasons for the request and specific plans for the completion of the degree program.

### **C. Maintenance of Active Degree Candidacy and Readmission**

Students must attend and complete courses during the term they are first admitted to the program. If a student is admitted, but withdraws from the program in his/her first term without completing a course, the student will be required to reapply to the program. In addition to this guideline requiring completion of coursework in the initial admit term, University policy requires students to complete at least one course within any consecutive twelve-month period to maintain active degree candidacy. If no academic work has been completed within a twelve-month period, the student becomes ineligible to continue.

Candidates who have completed one or more terms may temporarily withdraw from the program, but must reapply for a term in which classes appropriate for the completion of their degree are available. **Readmission is not guaranteed.** Readmitted students must comply with the degree requirements in effect at the time of their readmission. Admission to the school is highly competitive, and applications for readmission are decided based on the standard for the term in which the former student wishes to enroll.

### **D. MBA Program Transfer Requests**

All students should plan on graduating from the MBA program to which they have been admitted. Program transfer is generally not an option. When a student's circumstances unexpectedly change, the Ross Registrar's Office and our academic advisors are available to help students map adjustments to their academic studies to allow progression through the degree. In addition, career consultants are available to coach students as they consider different approaches to career decisions.

More specifically within our Weekend MBA program, sometimes a student's work or living situation has an unanticipated, significant change which raises the question of program shift to our Evening MBA program. In these circumstances, immediate and careful discussion with the Evening/Weekend MBA Program Director, academic advisors, and the Ross Registrar's Office will help determine the best course of action.

## **E. Class Attendance**

At the discretion of the instructor, students may be dropped from a class if they do not attend the first class meeting for a once-a-week class, or the first two class meetings for a twice-a-week class. In addition, based on the pedagogical needs of any particular class, an instructor may set specific attendance guidelines. If a student is considering missing classes, or wishes to add a class after it has started meeting, she/he is responsible for contacting the instructor in advance to confirm that it is permissible to add the class late, and to agree to a plan for catching up on missed material. Students are responsible for reviewing the Canvas site, class syllabus, and e-mails sent from the instructor for additional attendance guidelines regarding each class.

## **F. Retaking Courses**

A student may repeat a course in which a passing grade was received if the desire is to strengthen knowledge or improve the grade, but only if classroom seats are available after students wishing to attempt the course for the first time have registered. The old and new grades are used to compute the student's average, but the credit hours for a passing grade are counted only once toward degree requirements. Both the initial and the second course registration will be displayed on the student's transcript.

In general, classes numbered 742 through 745 are designated "Special Topics" and may be retaken as the course content varies from term to term. However, because this is not always true, it is important for the student to verify that the class is indeed different from when it was taken previously to receive credit for it.

A student will be required to repeat a core course in which a failing grade was received. Both the original failing grade and the grade received when the course is retaken are used to determine the student's academic standing and honors. For more information on retaking courses in cases of academic review, see [Section VIII, H, Academic GPA Requirements & Academic Probation/Review](#).

## **G. Course Level and Student Standing**

### **1. 100-300 Level Courses**

MBA, MAcc, MSCM, and MM students may not receive credit for undergraduate courses, with the exception of Foreign Language coursework. MSCM and MM students should check with their program director regarding foreign language courses. Note that Executive MBA and Weekend MBA students do not have access to take undergraduate foreign language coursework.

Credit for undergraduate language courses is awarded on a 2 for 1 credit basis. For example, a 4.00 credit undergraduate language course would earn 2.00 graduate credits. Students must achieve a course grade of B or better. There is a maximum of 6.00 graduate credit hours that may be earned through undergraduate language study. These credit hours are not included in calculation for academic honors. Students must [submit a form](#) to the Ross Registrar's Office requesting to receive credit for undergraduate language courses.

## **2. 400 Level Courses**

Because some 400-level courses are approved for graduate study, MBA, MAcc, and MSCM students are allowed to take up to a maximum of six credit hours of 400-level graduate courses in their entire degree program. Students must check the [Rackham Graduate School](#) website to confirm if a 400-level class is listed as graduate level.

Some of these approved 400-level courses may require that a graduate student do more work in the course in order to earn graduate level credits. This may vary from course to course. Even when extra work has not been completed, however, if a course is marked for graduate level, its grade and credit hours will compute into a student's GPA.

## **3. 590 Level Courses**

Courses numbered between 590 and 599 are core courses for the Global MBA program and are restricted to those students only.

## **4. 800-level and 900-level Courses**

800-level and 900-level courses are graduate courses primarily intended for doctoral candidates. Refer to each course listing for specific requirements.

## **5. EMBA and WMBA Courses**

These courses are restricted to Executive MBA (EMBA) and Weekend (WMBA) students respectively.

## **H. Auditing (Visiting) Classes**

Students are expected to elect courses for credit. Occasionally, however, a student may wish to attend a course but not elect it for credit. This arrangement can take the form of an official audit (sometimes called Visitor status).

To audit a course, the following conditions must be met:

- Course may not be a core course
- Student must obtain written permission from the instructor to audit the course, via instructor e-mail or instructor signed DROP/ADD form (or "University Election Worksheet")
- Space must be available in the class (if a class has a limited enrollment, students who take the class for credit will receive priority)
- Student must bring proof of instructor consent to the Ross Registrar's Office for final approval
- Student must register in-person at the Office of the Registrar and present the approved DROP/ADD form (or "University Election Worksheet"). Students will not be allowed to register for a Class Audit through Wolverine Access

Audited courses will count toward the student's credit capacity for the term, but will NOT count toward the degree. Regular course fees apply. An official audit obligates a student to attend classes regularly and complete course requirements (e.g., papers, assignments, tests, and the final examination). When the student has satisfactorily completed a course for an official visit, the course will be listed on the permanent academic record with the notation "VI" in place of a grade. If the student does not complete the course to the satisfaction of the instructor, the course will be entered on the record with the notation "F" or "ED" (unofficial drop) and calculated as a failing grade.

Changes from audit to credit and credit to audit are not permitted after the drop/add deadline for the class. Because this choice of Audit vs. For Credit becomes final after these deadlines, students are advised to plan carefully before requesting these changes.

### **I. Taking Courses Prior to Enrollment in Degree Program**

Coursework completed prior to enrollment in a Ross School of Business degree program cannot be applied towards the current degree. This policy applies to any courses taken before the first term of the current degree program, including courses taken at another university, the University of Michigan, and the Ross School of Business.

### **J. Taking Courses after Completion of Degree Requirements**

Ross alumni who wish to take a course at the Business School after graduating must (1) apply for admission as a "special or non-degree student" and (2) must also have permission from the faculty to take the course. Please note that approval for Ross alumni may be restricted by course availability and current degree student enrollments. Contact [RossRegistrarsOffice@umich.edu](mailto:RossRegistrarsOffice@umich.edu) for information about the guest student application process for Ross alums.

Requests for guest student admission from non-Ross alumni are more restricted and require review of prior academic records, test scores, and a brief application process.

All persons considering enrolling as a guest student are encouraged to review Ross tuition rates (viewable at <http://ro.umich.edu/tuition/>) before applying. For further information, contact the Director of the Ross Registrar's Office via [RossRegistrarsOffice@umich.edu](mailto:RossRegistrarsOffice@umich.edu).

## **VIII. Grading Policies**

### **A. Grading Scales & Distribution**

The Ross School of Business uses a five-level grading scale for all MBA, MAcc, and MSCM students. The following grading policy applies to all core coursework taken while enrolled in the Business School:

***Excellent (EX)***: Performance that is of superior quality. No more than 25% of the students in a core course shall receive this grade.

***Good (GD)***: Performance that exceeds all the standard requirements of the course. No more than 35% of the students in a core course shall receive this grade.

***Pass (PS)***: Performance that meets all the standard requirements of the course. No more than 35% of the students in a core course shall receive this grade.

***Low Pass (LP)***: Performance that minimally meets the standard requirements of the course. Approximately 5% of the students in a core course will receive LP or F.

***Fail (F)***: Performance that does not satisfy the minimal requirements of the course and is deficient on significant dimensions. No credit toward the degree will be granted for the grade of "Fail," but the grade will be used to evaluate academic standing.



These grading standards differ slightly for elective classes. In MBA, MAcc, and MSCM elective classes, a maximum of 35% of students will receive a grade of “excellent”, and grades of “excellent” and “good” combined will be no greater than 75%.

There are no honor points associated with the grade designations and no grade point averages appear on transcripts. Some courses may be graded under other University school or college guidelines and some may be graded on a mandatory Satisfactory/Unsatisfactory, Pass/Fail, or Credit/No Credit basis.

### **B. Non-Graded (Pass/Fail) Courses**

Neither business courses nor courses in other divisions of the University may be taken on an optional Pass/Fail basis. Only courses with mandatory Pass/Fail, Satisfactory/Unsatisfactory and Credit/No Credit grading are allowed this grading basis. Students may elect only one mandatory P/F, S/U, or CR/NC course per term and only three throughout their entire degree program.

Pass/Fail, Satisfactory/Unsatisfactory, and Credit/No Credit grades do not count when calculating academic honors.

### **C. Grades for Coursework Taken in Other University Units**

Grades appear on the transcript in accordance with the grading system designated for that course. The grading systems used in the University and accepted for Business Administration graduate level students are letter ("A" through "E"), mandatory Pass/Fail, and mandatory Satisfactory/Unsatisfactory (refer to the Grade Modification Policy for more details). For the purpose of evaluating academic standing, graduate-level grades from Rackham and other University of Michigan schools will be treated as follows:

A+, A	=	Excellent
A-	=	Good
B+, B	=	Pass
B-, C+, C, C-	=	Low Pass
D, E, ED, NR	=	Fail

### **D. Grades for Coursework Taken on an International Exchange Program**

Students who participate in the Ross School of Business Exchange Programs register for 6.00 – 18.00 credit hours of BUSABRD. Students must pass each of their courses abroad per the host school's grading policy, and grades will appear on the University of Michigan transcript as Pass/Fail. In the event that a student earns a failing grade, she/he will not receive the proportionate number of Ross credits for that course, and it will be recorded as a Fail on his/her transcript.

### **E. Special Grades**

#### **1. I = Incomplete:**

An incomplete should be assigned when a particular student has not completed all necessary coursework by the appropriate deadline set for the entire class, and the quality of the work actually completed is at least of Low Pass (C-) quality or better. This includes instances when a

faculty member may approve delaying a final project or paper, or when an instructor may allow a later final exam. This also includes instances where the student provides documentation (medical or other) of the reason for the incomplete. The “I” grade simply denotes that the course was finished later than the normal class deadline.

In all instances, once the work is complete and evaluated, the “I” will remain on the student’s record with the final grade appended (e.g. “IPS”). In this case, the final grade will determine academic honors/academic standing, and the “I” will not be calculated. A stand-alone notation of “I” is calculated as a failing grade.

Grades of “I” must be resolved and corrected within four weeks following the last day of classes of the term in which they were earned. If the grades are not corrected within this period, they automatically are lapsed to failing grades (“ILF”). These failing grades will stand unless the instructor allows the student to complete all requirements at a later time.

## **2. NR = No Grade Reported:**

NR should be assigned when one of the following scenarios occur:

- Student never attended class
- Pending Community Values Committee (CVC) investigation

A notation of “NR” is calculated in academic honors as a failing grade. If not replaced by a passing grade, the “NR” will also lapse to “ED” (fail) four weeks after the end of the term.

## **3. Y = Extended Course:**

Y is assigned when a course is approved to extend beyond one term. This code is rarely applicable. Contact [RossRegistrarsOffice@umich.edu](mailto:RossRegistrarsOffice@umich.edu) for more information. A notation of “Y” will lapse to “ED” one year after the end of the term, at which point it will be computed into academic standing as a failing grade.

## **4. NG or ## = No Grade Reported:**

An NG or double pound is assigned by the Office of the Registrar when a change is made after the grade roster has been created (the student enrolls, or changes the credit hours or a grading basis on an enrolled course). A notation of “NG,” “##,” or a missing grade will lapse to “ED” one year after the end of the term, at which point it will be computed into academic standing as a failing grade.

## **F. Grade Modification Policy**

Changes in grading basis (e.g., from audit to credit or from credit to audit) are not permitted after the drop/add deadline for the class. Students are advised to plan carefully before requesting a change in grading basis, and should review the requirements regarding auditing and pass/fail grading. See [Section VII, H, Auditing \(Visiting\) Classes](#), and [Section VIII, B, Non-Graded \(Pass/Fail\) Courses](#).

## **G. Dispute of Final Grades**

Term grades are posted on Wolverine Access shortly after grades are submitted online by instructors. Occasionally, after a faculty member determines a final grade, a student may feel it necessary or appropriate to question or dispute that grade. Students should review the

[procedures for student disputes with an instructor](#) and proceed to the first step: discussing the issue with the instructor (in person).

Any grade dispute must be initiated within three (3) weeks of the grade being posted on Wolverine Access.

## **H. Academic GPA Requirements & Academic Probation/Review**

### **1. Effective Fall 2013 for All Masters Programs:**

Under certain circumstances, students may be put on either academic probation or disciplinary probation. (The conditions related to disciplinary probation are covered in this Bulletin under [Section II, Statement of Community Values](#).) This section covers academic probation. If a student is put on academic probation, they are not in good academic standing, and are not eligible to graduate until they meet conditions of good academic standing.

Note that either academic probation or disciplinary probation status may impact scholarship support.

### **2. Term GPA/Cumulative GPA**

The Ross School defines good academic standing as a 2.000 or higher Grade Point Average (GPA). If either the Term GPA or Cumulative GPA falls below 2.000, the student's academic record will be reviewed and he/she will be placed on academic probation.

To evaluate records for academic standing, the following equivalencies apply:

Excellent	=	A+, A	=	4 value points
Good	=	A-	=	3 value points
Pass	=	B+, B	=	2 value points
Low Pass	=	B-, C+, C, C-	=	1 value point
Fail	=	D, E, ED, NR	=	0 value points

A student whose Term GPA or Cumulative GPA falls below a 2.000 in a given term will be placed on probation for the following term or may be denied permission to register. A student whose Cumulative GPA is below 2.000 for two successive terms of enrollment will have a hold placed on their registration. To continue enrollment, the student must complete a petition and may, upon the recommendation of the Academic Review Board, be granted a final opportunity to correct the academic deficiency. A student whose cumulative grade point average is below 2.000 for three successive terms will not be permitted to enroll again and, further, may be required to withdraw from the University.

### **3. Evening MBA**

As of the second term of enrollment, a student whose Cumulative GPA falls below a 2.000 in a given term will be placed on probation for the following term or may be denied permission to register. A student whose Cumulative GPA is below 2.000 for two successive terms of enrollment will have a hold placed on their registration. To continue enrollment, the student must complete a petition and may, upon the recommendation of the Academic Standards Committee, be granted two additional terms of enrollment to correct the academic deficiency. A student

whose cumulative grade point average is below 2.000 for four successive terms will not be permitted to enroll again and, further, may be required to withdraw from the University.

#### **4. Failure of Core Courses**

If a student fails a core course, the student is expected to repeat the course. Students have one opportunity to retake the core course and receive a passing grade. If the core class is failed a second time, the student will not be permitted to enroll again and will be unable to complete the degree. Appeals may be reviewed if there are extenuating circumstances.

#### **5. Timing of Academic Review**

The Ross Registrar's Office reviews the academic record of all students at the end of each semester.

#### **6. Returning to good academic standing**

A student who is on probation and then raises their cumulative GPA to at least 2.000 will be returned to good academic standing.

#### **7. Progress toward the degree**

Students who are not making satisfactory progress toward their degree are subject to a review by the Academic Standards Committee and may not be permitted to register in subsequent terms.

#### **8. Suspension**

A student suspended from their program may apply for readmission after a minimum of one academic year on leave. If readmitted, the student must earn a 2.000 GPA in subsequent terms or will face dismissal.

#### **9. Graduation**

A student must be in good academic standing in order to graduate (2.000 or higher GPA).

#### **I. Academic Honors at Graduation**

Academic achievement is recognized through designations in the granting of degrees and membership in several honorary organizations.

##### **1. Graduation "With Distinction" or "With High Distinction"**

Degrees with distinction are awarded based on final grade point averages. For the purpose of determining academic honors for MBAs, MAccs, MSCMs, and MMs, grades are converted into value points, and an average is computed for each student. Students who qualify for honors will receive their degree "With High Distinction" or "With Distinction". The University posts the award on the transcript and diploma when the degree is conferred. The point conversions for honors for all MBA, MAcc, and MSCM students range as follows:

**High Distinction:** 3.500 to 4.000

**Distinction:** 3.250 to 3.499

To evaluate records for academic honors, the following equivalencies apply:

Excellent	=	A+, A	=	4 value points
Good	=	A-	=	3 value points
Pass	=	B+, B	=	2 value points
Low Pass	=	B-, C+, C, C-	=	1 value point
Fail	=	D, E, ED, NR	=	0 value points

Note that value points as listed are not a grading scale, but are solely used to determine academic honors. To determine the average, total the equivalent value points for each grade earned and divide by the total number of class credits earned in those graded classes (CTP). Some student records may include grades earned under both the Business School grading system and the grading scales used by other University of Michigan schools and colleges. Note that grades earned on a Pass/Fail grading basis and those earned in undergraduate-level language courses are not included when calculating academic honors. **Class rank is not computed.**

## 2. Honor Societies

### a. Beta Gamma Sigma

Beta Gamma Sigma is an international honorary business administration society. Membership in Beta Gamma Sigma is the highest international recognition a student can receive in an undergraduate or master program in business or management accredited by the Association to Advance Collegiate Schools of Business. To be eligible for membership, a student must rank in the upper 10 percent of the junior class, upper 10 percent of the senior class, or upper 20 percent of the graduating masters class (as of the end of the Fall term prior to graduation for seniors and master's students). Beta Gamma Sigma contacts eligible candidates for admission.

### b. Financial Management Association National Honor Society

The Financial Management Association is a professional organization that sponsors a national honor society for finance students. Membership requires outstanding scholastic achievement in both finance and accounting courses. While Ross Business School does not have a Chapter of this organization, information about the organization can be found at their website <http://www.fma.org/>

## **J. Full-Time MBA Students: Dean's List Recognition of Academic Achievement**

For our Full-time MBA students, Ross provides a term-specific recognition of students who have performed exceptionally well in their academic coursework. This Dean's List designation is recorded on the students' unofficial transcripts. At the conclusion of each Fall and Winter term, students in the top 10% of their group will receive this designation. Full-time MBA2 students are not considered for the Dean's List in their final term. Instead, they are reviewed for official Academic Honors at Graduation (i.e., With Distinction, With High Distinction). Groups are defined as follows:

1. Full-time MBA1 (includes Tauber, Global, any Dual Degree considered MBA1 and registered under Ross for the term evaluated) – term-based GPA review.
2. Full-time MBA2 (includes Tauber, Global, any Dual Degree considered MBA2 and registered under Ross for the term evaluated) – term-based GPA review.

Eligibility requirements:

- 9.00 or more credits completed in graded courses (pass/fail, credit/no-credit, satisfactory/unsatisfactory graded courses are not included).
- Credits must be in courses which would be applied toward the MBA degree (e.g., ELI courses not accepted for credit, undergraduate classes, undergraduate foreign language courses approved for half credit).
- All eligible credits must have grades recorded on transcript within one month of the end of the full term.

## **IX. Graduation**

Diplomas indicate graduation with a Master of Business Administration degree (for Full-time, Evening and Weekend MBA students), a Master of Accounting degree (for MAcc students), a Master of Supply Chain Management degree (for MSCM students) or a Master of Management degree (for MM students).

Follow the steps below to prepare for graduation.

### **A. Review Degree Audit**

The Ross Registrar's Office completes an official audit for the purpose of degree confirmation. At any time in their student careers, students may complete a preliminary degree audit by making an appointment with an Academic Advisor or by doing a self-audit.

Appointments with advisors can be made online through iMpack:  
<http://www.bus.umich.edu/CounselingCalendar/AcademicServices/>.

Students may also track their own progress by examining their own degree audit in Wolverine Access (under Academic Requirements). In addition, Ross posts Degree Requirements Checklists online: <http://www2.bus.umich.edu/MyiMpack/academics/degree-requirements> .

### **B. Apply for Graduation in Wolverine Access**

Students apply to graduate in Wolverine Access, confirm how they want their name to appear on the degree list and diploma, and provide a diploma address. Dual degree students must apply for graduation for each program separately. Students who fail to apply by the deadline may miss name inclusion in the commencement program and degree awarding processes. Please note that applying for graduation does not require a student to participate in Commencement ceremonies.

A student's date of graduation will be determined by the term in which degree requirements are completed, assuming the student has applied to graduate before the deadline for that semester. If the required academic work is not completed when expected, students must reapply to graduate in the subsequent term in which the work is actually completed. Graduates may not continue taking classes at Ross in future terms unless they are enrolled as a student in another graduate-level program within the University of Michigan-Ann Arbor, or reapply as a non-degree student.

### **C. Complete Exit Interview**

Graduating students who have borrowed through the Federal Direct Loan Program – Subsidized and Unsubsidized – are required by Federal Law to complete an "Exit Interview." The Exit

Interview requires a 25-30 minute online counseling session and quiz about managing loan debt. Graduating students are sent email notifications about six weeks before graduation.

#### **D. Commencement**

The Ross School of Business offers a formal Commencement ceremony after the Winter term (in late April or early May). Only those students who are graduating within one semester of the Winter term (either in the Fall term immediately before or the Summer term immediately following) may participate in the event. Students who are graduating in the Fall term following the Commencement ceremony are not eligible to participate. Students may also participate in the University Commencement ceremonies at the end of the Fall and Winter terms if they have completed their graduation requirements in the previous, current, or following term.

Tickets are required for both the Ross and University commencement ceremonies and will be issued only to students who meet the above criteria. For more information regarding commencement, see: <http://michiganross.umich.edu/about/events/commencement> and <http://commencement.umich.edu/>.

#### **E. Delaying Graduation**

Students who finish their program requirements may request to extend graduation until a later term. These students should discuss their plans with an Academic Advisor, and then 'apply' for the desired term in Wolverine Access.

Please note the following:

- Any credits taken during the additional term(s) will count towards the degree and be added to final CTP.
- Any grades received during the additional term(s) will be factored into final GPA and degree honors calculations.

## **X. Full-Time and Evening MBA Programs**

### **A. Full-Time MBA Core Curriculum**

To make the first year of study cohesive and meaningful, the School divides each entering Full-time MBA class into sections of approximately 80 students. During the initial year of the program, these 80 people form a cohort: attending the same classes, working on group projects, encouraging each other, debating with each other, and providing each other with a stable intellectual context and social network. Students may not change their designated sections.

The Full-time MBA Curriculum consists of 57.00 semester hours completed over two full academic years in residence. Students enter in early September, complete the first year in late April of the following year, and have a four-month summer period before returning in September for the second year of the program. The curriculum reflects flexibility through modular scheduling, allowing both seven- and fourteen-week courses.

A normal full-time course load is about 15.00 credit hours a term, with a maximum of 18.00 credit hours, and a minimum of 9.00. Going below full-time (9.00 credits) affects financial aid, degree progress, and (for international students) immigration status. To register for fewer than

9.00 credits in a full term, a student must request approval. In addition, students should not register for more than 9.00-10.50 credits in any half (A/B) term. To calculate half term credits, divide any full-term class credits in half and add to the half term totals.

## 1. First Year

The MBA program is organized around a core of required courses, which must be taken in the prescribed order. **Students cannot drop required core courses unless waived.** Courses taken in the first year of the program establish a basic understanding of the functional responsibilities of an organization.

Full-Time MBA Program: First Year			
Fall A Courses	Credits	Winter A Courses	Credits
ACC 502: Principles of Financial Accounting	2.25	ACC 552: Management Accounting (available in either Fall B or Winter A)	1.5
BE 502: Applied Microeconomics	2.25	TO 552: Operations Management	2.25
TO 502: Applied Business Statistics	2.25	Optional: Business Electives or Core Degree Requirements	varies
STRATEGY 502: Corporate Strategy	2.25		
Fall B Courses	Credits	Winter B Courses	Credits
FIN 503: Financial Management	2.25	BA 553: Multidisciplinary Action Projects	7.50
MKT 503: Marketing Management	2.25		
MO 503: Leading People and Organizations	2.25		
Optional: Business Electives or Core Degree Requirements	varies		
ACC 552: Management Accounting (available in either Fall B or Winter A)	1.5		

During Winter B of the first year, students participate in BA 553: Multidisciplinary Action Projects (MAP). MAP may involve domestic, international, entrepreneurial, or experimental projects. Placement into specific MAP programs is determined by an application process during the Fall term. Students do not take additional coursework while enrolled in MAP due to time obligations and intensive group work, regardless of the MAP assignment location.

## 2. Additional Full-Time MBA Core Degree Requirements

The following courses may be completed in the first or second year:

- **Competing in the Global Business Environment:** STRATEGY 503 (1.50 credits) must be completed at any time during the two years, or can be waived via waiver exam the summer prior to the MBA1 year. This course is a prerequisite for some STRATEGY electives.
- **Business Law Requirement:** This requirement can be met by waiver request, non-credit competency course, or with coursework at any time during the two years. Students who have earned a Juris Doctor degree are automatically waived from this requirement. Full-time MBAs admitted in 2016 will have the option to complete the Business Law Requirement in one of four ways:
  1. Professional Designation: Enrollment in JD/MBA program or prior award of a JD.



2. Academic Experience: Successful petition for waiver based on completion of qualifying graduate coursework.
3. For-Credit Coursework: Successful completion of one of the following courses:

Course Number	Course Title	Credits
BL/ES 504	Legal Aspects of Entrepreneurship	2.25
BL 507	Law of Finance and Banking	1.50
BL 508	Securities Law	1.50
BL 509	Intellectual Property Law	2.25
BL 512	Introduction to Business Law	1.50
BL 513	Law of Marketing	1.50
BL 514	Employment Law for Managers	1.50
BL 517	Law of Business Organizations	2.25
BL 582	Real Estate Law	3.00

Please note the following courses are electives only and do **not** fulfill the Business Law requirement:

Course Number	Course Title	Credits
BL 510	Negotiation and Dispute Resolution	2.25
BL 536/NRE 512	Ethics of Corporate Management	1.50
BL 506	Corporate Governance	2.25
BL 511	Legal Environment of Business	3.00
BL 515	International Business Law	1.50
BL 516	Law of Enterprise Organization	1.50
BL 688	Washington Campus	3.00

4. Non-Credit Coursework: Successful completion of all components of the Business Law Competency Course. This includes three phases spanning the first with readings, online and in-person instruction, video presentation, and peer reviews.
- **Communication Competency Requirement:** To help develop communication skills, all students must fulfill a Communication Competency Requirement. During the summer prior to the MBA1 year, students submit writing and speaking communication samples for evaluation. Based on summer assessment scores, students are placed in one of three groups:

Group 1: Students placed in this group are required to meet with a Ross Communication Consultant by the end of fall term to review scores and develop a personalized plan to enhance competency. After this meeting, the Communication Competency Requirement has been met.

Group 2: Students placed in this group are required to meet with a Ross Communication Consultant by the end of fall term to review scores and develop a personalized plan to achieve competency. They are also required to complete online modules tailored to their specific needs by the end of Winter A. Once the modules are complete, the Communication Competency Requirement has been met.

Group 3: Students placed in this group are required to meet with a Ross Communication Consultant by the end of Fall term to review scores and develop a personalized plan to achieve competency. They are also required to complete online modules tailored to their specific needs, and submit written and spoken samples for re-assessment by the end of Winter A. If competency is not achieved on the re-assessment, students are required to

successfully complete an approved BCOM class to meet the Communication Competency Requirement. The approved classes are listed below:

Course Number	Course Title	Credits
BCOM 521	Writing Fundamentals for Entrepreneurs	1.50
BCOM 522	Managerial Writing Fundamentals	1.50
BCOM 524	Persuasive Management Communication	1.50
BCOM 561	Management Presentations	1.50

Note: **Communication Consultants** are available to all graduate students. The consultants can help students with a variety of writing needs from assignments and class work to employment applications and other materials. Consultants are available several hours each week, and students can sign up for a consultation online:

<http://www.bus.umich.edu/iMPact/CounselingCalendar/WritingProgram/>.

### 3. Second Year

During the second year of the program, students integrate concepts learned in the first year and take electives in their area(s) of interest while completing any additional core degree requirements.

Students must take enough coursework to complete 57.00 total graduate credit hours during their two years in the program.

Of the 57.00 credits, at least 25.00 may be taken as electives. Elective classes may be 1.50, 2.25, or 3.00 credits. Students may choose to focus on one functional area or may tailor their experience by combining various functions for a more broad-based management curriculum.

At least 47.00 of the 57.00 credits must be Business Administration coursework. MBA students may choose to broaden their experience by electing up to ten credit hours of graduate-level courses in other units at the University of Michigan-Ann Arbor.

### **B. Evening MBA**

The Evening MBA program consists of 60.00 credit hours in residence. Students generally take about four years to complete the Evening MBA Program and must meet the degree requirements in effect when they entered the program. If course or curriculum changes take place after a student commences the program, every effort will be made to implement the changes in the student's best interest, while still maintaining the most current program standards.

The core coursework establishes a basic understanding of the functional responsibilities of an organization. After completing the core course requirements, students integrate the concepts learned and take electives in their area(s) of interest while completing the additional core degree requirements. Students must also fulfill the Communication requirement as well as the Law/Ethics requirement and Strategy 503 if admitted Fall 2005 or later. Note that some elective classes can be taken earlier in the program, depending on course prerequisites.

The curriculum reflects an increased flexibility through modular scheduling, allowing both seven- and fourteen-week courses as well as courses offered in an intensive style. Core and elective degree requirements are summarized below.

See course descriptions for details:

<http://www.bus.umich.edu/CourseManagement/CourseDescriptions.asp>.

### 1. Core Curriculum

Evening MBA Program		
Core Requirements with no Prerequisites	Credits	
ACC 501: Financial Accounting	3.00	
BE 501: Applied Microeconomics	3.00	
TO 601: Information Systems	3.00	
Communication Requirement	Varies	
Law/Ethics Requirement	Varies	
MKT 501: Marketing Management	3.00	
MO 501: Human Behavior and Organization	3.00	
TO 501: Applied Business Statistics	3.00	
STRATEGY 503: Competing in the Global Business Environment	1.50	
Core Requirements with Prerequisites	Credits	Prerequisite
ACC 551: Managerial Accounting	3.00	ACC 501
FIN 551: Financial Management & Policy	3.00	ACC 501 & TO 501
TO 551: Introduction to Operations	3.00	TO 501
STRATEGY 601: Corporate Strategy	3.00	ACC 501

Notes:

- All students will complete a minimum of 25.50 credit hours in elective coursework. Elective courses may be 1.50, 2.25, or 3.00 credit hours.
- At least 50.00 of the 60.00 required credits must be Business Administration coursework. MBA students may choose to broaden their experience by electing up to ten credit hours of graduate-level courses in other units at the University of Michigan-Ann Arbor.
- Because ACC 501 and TO 501 are prerequisites for other core classes, it is strongly recommended to take these early in the program to allow maximum flexibility in choosing courses.

### 2. Additional Degree Requirement Information

- **Law/Ethics Requirement:** As part of the core requirements, Evening MBA students must elect one of the approved Business Law courses at some time during the program. The course must be a minimum of 1.50 credit hours. Students enrolled in the dual JD/MBA program, or who already have a Juris Doctor, are exempt from this requirement and may not elect to take any of the below courses for credit without written permission from the instructor. BL 536 is the only exception to this rule; JD holders or candidates may take this course for credit without instructor permission.

Course Number	Course Title	Credits
BL 536/NRE 512	Ethics of Corporate Management	1.50
BL/ES 504	Legal Aspects of Entrepreneurship	2.25
BL 506	Corporate Governance	2.25
BL 507	Law of Finance and Banking	1.50
BL 508	Securities Law	1.50
BL 509	Intellectual Property Law	2.25
BL 511	Legal Environment of Business	3.00
BL 512	Introduction to Business Law	1.50
BL 513	Law of Marketing	1.50
BL 514	Employment Law for Managers	1.50
BL 515	International Business Law	1.50
BL 516	Law of Enterprise Organization	1.50
BL 517	Law of Business Organizations	2.25
BL 582	Real Estate Law	3.00

Please note the following courses are electives only and do **not** meet the Law/Ethics requirement:

Course Number	Course Title	Credits
BL 510	Negotiation and Dispute Resolution	2.25
BL 688	Washington Campus	3.00

- Evening MBA Communication Requirement:** The Communication Requirement can be fulfilled through coursework or a waiver exam. Unlike other MBA waivers, however, students have more than one opportunity to take the test, or to try the test again should they not pass the first time. This flexibility in test taking, as well as flexibility in course options, allows students to select the option that best fits their curriculum objectives.

**Option 1: Take one of the following courses and receive a passing grade:**

Course Number	Course Title	Credits
BCOM 520	Managerial Writing	3.00
BCOM 521	Writing Fundamentals for Entrepreneurs	1.50
BCOM 522	Managerial Writing Fundamentals	1.50
BCOM 524	Persuasive Management Communication	1.50
BCOM 560	Communication Management	3.00

**Option 2: Take the Waiver Exam and receive a passing score:**

- A waiver exam is offered near the start of each Fall term (typically in July/August). The waiver exam presents a specific management situation and requires a written persuasive response. The written response is evaluated for clarity of thought, organization and development of ideas, audience awareness, persuasive appeal, and English usage.
- Evening MBA students may take the Communication Waiver Exam at any point during their education in the MBA program, and may attempt to pass the exam more than once. Those who have not successfully completed the assessment will need to fulfill the Communication requirement with coursework.

- **Communication Consultants:** Communication Consultants are available to all graduate students. The consultants can help students with a variety of writing needs from assignments and class work to employment applications and other materials. The consultants are available several hours each week, and students can sign up for a consultation online: <http://www.bus.umich.edu/iMpack/CounselingCalendar/WritingProgram/>.

### **C. Course Waiver Information**

The MBA core courses are a set of integrated courses designed by teams of faculty to develop a foundation for efficient and effective leadership and decision-making. They provide a foundation of core concepts and tools that students will use as they progress through the program and their careers. Some core courses, however, may be waived.

Students in the Full-time MBA and Evening MBA Programs may waive designated core course requirements in two ways:

1. A waiver form submitted to The MBA Program Office (Full-Time MBAs), or the Ross Registrar's Office (Evening MBAs) for consideration by the designated department representative during the prescribed review time. Depending on the particular course, waivers may be accepted based on one or more of the following criteria:
  - Prior academic experience: Course work previously completed at other institutions and documented on a transcript.
  - Prior course completion: Successful completion of the core course at the Ross School of Business within two years of entering the MBA program, with a minimum course grade of "Pass"; such courses may not be repeated for additional credit toward the MBA degree.
  - Professional experience, as documented on a resume or other relevant documentation.
  - Professional designation: Examples include CPA, CA, CMA and JD; relevant documentation must be provided.
2. Successful performance on a waiver exam offered by the respective department at the beginning of the academic year.

**Waivers earn no credit toward the MBA degree.** Students must substitute another course to replace the core course credits. Students who test or waive out of a core class may choose, however, to enroll in the core course for credit if their waiver was not based on previous credit completion of the course at our school. Exceptions to this rule are noted below:

- Students who have a CPA or CA certificate will be automatically waived from the Financial Accounting (ACC 501 or 502) and Managerial Accounting (ACC 551 or 552) courses, provided they submit a Core Course Waiver Request Form and a copy of their license or certificate. These students may not elect to take ACC 501 or 502 for credit; however they may take ACC 551 or 552 for credit if they so choose.
- Students who have a CMA certificate will be automatically waived from the Managerial Accounting (ACC 551 or 552) course, provided they submit a Core Course Waiver Request Form and a copy of their certificate. These students may take ACC 551 or 552 for credit if they so choose.

- Students enrolled in the dual JD/MBA program, or who already have a Juris Doctorate will be automatically waived from the Business Law/Ethics requirement, provided they submit a Core Course Waiver Request Form and relevant documentation of their degree or current enrollment in the dual program. These students may not take most courses that meet the Business Law/Ethics Requirement for credit.

Detailed information regarding waivers is posted online in the summer prior to entrance to the program. For Evening MBA students entering in Winter Term, this information is posted the following summer on our webpage:

<http://www2.bus.umich.edu/MyiMpack/academics/core-curriculum/core-course-waivers>.

## **XI. Weekend MBA Program**

The Weekend MBA Program is a structured, cohort-based, 60.00 credit-hour degree program that meets every other weekend and completes in 24 months.

The first year of coursework (May through April of the following year) establishes a basic understanding of the functional responsibilities of an organization. These core courses lead into the Ross Multidisciplinary Action Project (MAP) experience to finish the first calendar year of this program.

The second calendar year focuses coursework in three modules of topics relevant to today's business needs. Students complete the program in April of their second year. Unlike our Full-time or Evening MBA programs, the Weekend MBA is a "lock-step" program.

***All students admitted in Spring/Summer 2015 complete the following courses:***

<b>Weekend MBA Program: First Year (Class of 2017)</b>					
<b>Spring/Summer 2015</b> (May – August)	<b>Credits</b> 9.00	<b>Fall 2015</b> (September – December)	<b>Credits</b> 9.00	<b>Winter 2016</b> (January – April)	<b>Credits</b> 12.00
WMBA 501: Financial Accounting	2.25	WMBA 505: Corporate Strategy	2.25	WMBA 509: Human Behavior and Organization	2.25
WMBA 502: Applied Microeconomics	2.25	WMBA 506: Financial Management	2.25	WMBA 510: Multidisciplinary Action Projects (MAP)	6.00
WMBA 503: Applied Business Statistics	2.25	WMBA 507: Managerial Accounting	2.25	WMBA 512: The Competing in the Global Business Environment	2.25
WMBA 504: Marketing Management	2.25	WMBA 508: Operations Management	2.25	WMBA 516: Adaptive and Persuasive Communication	1.50

<b>Weekend MBA Program: Second Year (Class of 2017)</b>					
<b>Spring/Summer 2016</b> (May – August)	<b>Credits</b> 9.00	<b>Fall 2016</b> (September – December)	<b>Credits</b> 9.00	<b>Winter 2017</b> (January – April)	<b>Credits</b> 12.00
WMBA 519: Business Law and Ethics	2.25	WMBA 612: Bargaining and Influence Skills	2.25	WMBA 513: C-Level Thinking	3.00
<b>Theme: Strategic Management</b>		<b>Theme: Operations Management</b>		WMBA 517: Strategic and Leadership Communication	1.50
WMBA 601: Strategic Market Planning	2.25	WMBA 611: Supply Chain Management	2.25	WMBA 604: Leadership Development	2.25
WMBA 602: Strategies for Growth	2.25	WMBA 617: Project Management	2.25	WMBA 615: Global Strategy	1.50
WMBA 627: Mergers, Acquisitions and Corporate Development	2.25	WMBA 623: Applied Business Analytics for Decision Making	2.25	WMBA 621: New Age of Innovation	2.25
<b>Theme: Entrepreneurship</b>		<b>Theme: Financial Management</b>		WMBA 631: Corporate Governance	1.50
WMBA 606: Entrepreneurship	2.25	WMBA 603: Valuation	2.25		
WMBA 607: Strategic Marketing for Entrepreneurs	2.25	WMBA 613: Strategic Cost Management	2.25		
WMBA 608: Venture Capital	2.25	WMBA 618: Capital Markets and Investment Strategy	2.25		

**All students admitted in Spring/Summer 2016 complete the following courses:**

<b>Weekend MBA Program: First Year (Class of 2018)</b>					
<b>Spring/Summer 2016</b> (May – August)	<b>Credits</b> 9.75	<b>Fall 2016</b> (September – December)	<b>Credits</b> 9.75	<b>Winter 2017</b> (January – April)	<b>Credits</b> 10.5
WMBA 501: Financial Accounting	2.25	WMBA 505: Corporate Strategy	2.25	WMBA 509: Human Behavior & Organization	2.25
WMBA 502: Applied Microeconomics	2.25	WMBA 506: Financial Management	2.25	WMBA 510: Multidisciplinary Action Projects (MAP)	6.00
WMBA 503: Applied Business Statistics	2.25	WMBA 507: Managerial Accounting	2.25	WMBA 512: The Competing in the Global Business Environment	2.25
WMBA 504: Marketing Management	2.25	WMBA 508: Operations Management	2.25		
WMBA 525: Communicating to Connect	0.75	WMBA 526: Communicating to Convince	0.75		

<b>Weekend MBA Program: Second Year (Class of 2018)</b>					
<b>Spring/Summer 2017</b> (May – August)	<b>Credits</b> 9.75	<b>Fall 2017</b> (September – December)	<b>Credits</b> 9.75	<b>Winter 2017</b> (January – April)	<b>Credits</b> 10.5
WMBA 519: Business Law and Ethics	2.25	WMBA 605: Transformational Mentoring	0.75	WMBA 513: C-Level Thinking	3.00
WMBA 527: Communicating as a Leader	0.75	WMBA 612: Bargaining and Influence Skills	2.25	WMBA 604: Leadership Development	2.25
<b>Theme: Strategic Management</b>		<b>Theme: Operations Management</b>		WMBA 615: Global Strategy	1.50
WMBA 601: Strategic Market Planning	2.25	WMBA 611: Supply Chain Management	2.25	WMBA 621: New Age of Innovation	2.25
WMBA 602: Strategies for Growth	2.25	WMBA 617: Project Management	2.25	WMBA 631: Corporate Governance	1.50
WMBA 627: Mergers, Acquisitions and Corporate Development	2.25	WMBA 623: Applied Business Analytics for Decision Making	2.25		
<b>Theme: Entrepreneurship</b>		<b>Theme: Financial Management</b>			
WMBA 606: Entrepreneurship	2.25	WMBA 603: Valuation	2.25		
WMBA 607: Strategic Marketing for Entrepreneurs	2.25	WMBA 613: Strategic Cost Management	2.25		
WMBA 608: Venture Capital	2.25	WMBA 618: Capital Markets and Investment Strategy	2.25		

## **XII. Master of Accounting Program (MAcc)**

In recognition of the increasing complexity of the business environment, virtually all states (including Michigan) now require that individuals complete 150.00 semester hours (five years) of college education to obtain licensure as a Certified Public Accountant (CPA).

The Stephen M. Ross School of Business offers a one year Master of Accounting (MAcc) program that follows the completion of a four year undergraduate degree. The MAcc degree provides students with the appropriate number of business and accounting credits required to sit for the CPA exam and, more importantly, provides students with the educational background needed to be an effective business professional in the twenty-first century. A dual degree between MBA and MAcc is not allowed.

The MAcc curriculum consists of thirty credit hours of core and elective courses completed over one full academic year in residence. Students enter in early September and complete the program in late April or early May. The core curriculum consists of a series of accounting and financial reporting courses. The graduate research seminar allows students to develop expertise in reading, interpreting, and conducting highly relevant accounting-based research on the



important contemporary issues facing accounting and business. As electives, a variety of business courses are available including, but not limited to, corporate strategy, finance, marketing, international business, economics, and public policy. In addition, graduate level courses may be taken outside the Business School for students wishing to study non-business areas such as law, public policy, communications, or engineering.

### **A. Undergraduate Prerequisites**

Applicants are required to take the equivalent of the University of Michigan-Ann Arbor's Principles of Accounting I & II, Intermediate Financial Accounting, Intermediate Managerial Accounting, Statistics, and Principles of Microeconomics.

### **B. MAcc Curriculum**

<b>Fall Term Courses</b>	<b>Credits</b>	<b>Winter Term Courses</b>	<b>Credits</b>
ACC 555: Corporate Financial Research and Reporting	2.25	ACC 565: Financial Instruments and Structured Finance	2.25
ACC 561: Federal Taxation I	3.00	ACC 625: Advanced Financial Accounting	2.25
ACC 601: Accounting Information System Design	1.50	ACC 630: Auditing and Assurance	1.50
ACC 630: Auditing and Assurance	1.50	ACC 695: MAcc Graduate Research Seminar	3.00
Electives	6.75	Electives	6.00

**In choosing electives, students must include at least ONE of the following choices if any of the above core courses are not waived, or TWO of the following choices if any of the above core courses are waived:**

<b>Course Number</b>	<b>Course Title</b>	<b>Credits</b>
ACC 620	Federal Taxation II	2.25
ACC 640 <sup>1</sup>	Advanced Management Accounting	1.50
ACC 650	Cost Management Systems	1.50
ACC 711	Financial Statement Analysis	2.25
ACC 713	Business Forecasting and Equity Valuation	2.25
ACC/FIN 725 <sup>2</sup>	Managing the Maize and Blue Fund	1.50
ACC/FIN 726	Maize and Blue Fund	1.50

**Students may include one of the following accepted Law School tax courses:**

<b>Course Number</b>	<b>Course Title</b>	<b>Credits</b>
LAW 691	International Tax	3.00
LAW 726	Partnership Tax	3.00
LAW 746	Tax of Financial Instruments	1.00
LAW 747	Taxation of Individual Income	4.00
LAW 749	Corporate Taxation	4.00

<sup>1</sup> If ACC 640: Advanced Management Accounting and ACC 650: Cost Management Systems are chosen, both must be taken for a total of 3.00 credits (1.50 credits each).

<sup>2</sup> If ACC/FIN 725: Managing the Maize and Blue Fund and ACC/FIN 726: Maize and Blue Fund are chosen, both must be taken for a total of 3.00 credits (1.50 credits each).

### **C. Independent Study Projects**

MAcc students may take up to 3.00 credit hours of independent study work.

For information, see:

[Section V, B, Independent Study Projects.](#)

### **D. Additional MAcc Degree Requirements and Options**

- MAcc students must earn a minimum of 30.00 credit hours.
- MAcc students may take a maximum of 6.00 credits of approved 400-level graduate courses.
- MAcc students may take a maximum of 6.00 graduate credits outside the Business School, in other graduate units at the University of Michigan - Ann Arbor.
- Students may elect only one mandatory Pass/Fail, Satisfactory/Unsatisfactory, or Credit/No Credit course throughout their entire degree program; these grades do not count when calculating academic honors.
- No optional Pass/Fail coursework may be taken within the 30.00 required credit hours.

## **XIII. Master of Supply Chain Management Program (MSCM)**

The Stephen M. Ross School of Business offers a one-year Master of Supply Chain Management (MSCM) program. The MSCM degree provides students with a distinctive educational experience and unsurpassed preparation to assume a leadership role in supply chain management.

### **A. Undergraduate Prerequisites**

Admission is open to graduates of accredited colleges and universities who have degrees in virtually any area of study. Previous coursework in engineering, science, and mathematics is important but not essential.

### **B. MSCM Curriculum**

The one-year Ross Master of Supply Chain Management degree consists of a Winter term and a Fall term. Between the terms, students participate in a paid team-based summer project sponsored by a company. The Ross experience will include the Tauber Leadership Advantage<sup>SM</sup> program, a series of leadership and teamwork modules offered by the Tauber Institute for Global Operations.

<b>MSCM Program: Winter Term 2016</b>			
<b>Winter A Courses</b>	<b>Credits</b>	<b>Winter B Courses</b>	<b>Credits</b>
TO 505: Business Boot Camp (Mandatory Pass/Fail)			1.0
TO 605: Manufacturing & Supply Operations			3.0
TO 618: Supply Chain Analytics			3.0
TO 616: Project Management	1.5	IOE 425 <sup>3</sup> : Manufacturing Strategies	2.0
		TO 621: Logistics	2.25
		TO 703: Tauber Institute Team Project	3.0
Approved Engineering and/or Business Electives			1.5-2.5

<b>MSCM Program: Summer Term 2016</b>
Sponsored Summer Project

<b>MSCM Program: Fall 2016</b>			
<b>Fall A Courses</b>	<b>Credits</b>	<b>Fall B Courses</b>	<b>Credits</b>
TO 620: Supply Chain Management			3.00
TO 624: Strategic Sourcing	2.25	TO 623: Information Technology Strategy in Supply Chain and Logistics	1.50
Approved Business electives	1.50 – 2.25	TO 735: Special Topics in Supply Chain Management	1.50
Approved Engineering and/or Business Electives			6.00—1.50

**Electives:**

Mandatory 6.00 credits (minimum) approved Business and/or Engineering Electives is required, in addition to elective credits replacing waived core.

**Approved Business Electives:**

MSCM students choose from Business elective classes which are not Full-time or Weekend MBA core courses, but may elect STRATEGY 503: Competing in the Global Business Environment. Permission to take some Business electives may be dependent upon completion of Boot Camp sessions or may require other prerequisites.

**Approved Engineering Electives:**

<b>Course Number</b>	<b>Course Title</b>	<b>Credits</b>
IOE 441	Production and Inventory Control	3.00
IOE 447	Facility Planning	3.00
IOE 449	Material Handling Systems	2.00
IOE 461	Quality Engineering Principles and Analysis	3.00
IOE 465	Design and Analysis of Experiments	3.00
IOE 466	Statistical Quality Control	3.00
IOE 510	Linear Programming I	3.00
IOE 543	Scheduling	3.00
IOE 549	Plant Flow Systems	3.00

<sup>3</sup> IOE 425: Manufacturing Strategies may be waived. If IOE 425 is waived, students must substitute a minimum of 2.00 *Engineering* elective credits per the below guidelines (in addition to the 6.00 credits of mandatory electives). For more details, see: <http://www.bus.umich.edu/Academics/Curriculum/CoreCurriculum/Waivers/WaiverExam.htm>

Course Number	Course Title	Credits
IOE 565	Time Series Modeling, Analysis, Forecasting	3.00
IOE 574	Simulation Analysis	3.00
IOE/TO 548	Integrated Product Development	3.00
MECHENG 452	Design for Manufacturability	3.00
MECHENG 455	Analytical Product Design	4.00—3.00
MECHENG 581	Global Product Development	3.00
MECHENG 589	Sustainable Design of Technology Systems	3.00
MECHENG/MFG 587	Global Manufacturing	3.00

### **C. Independent Study Projects**

MSCM students may take up to 3.00 credit hours of independent study coursework. No more than one project per term and two projects total may be completed. For information, see: [Section V, B, Independent Study Projects](#).

### **D. Additional MSCM Degree Requirements and Options**

- Completion of Tauber Leadership Advantage<sup>SM</sup> Program.
- MSCM students must earn a minimum of 30.00 credit hours of approved Business and/or Engineering courses.
- No optional Pass/Fail coursework may be taken within the 30.00 required credit hours.

## **XIV. Master of Management Program (MM)**

The Stephen M. Ross School of Business offers a ten-month Master of Management (MM) program. The MM degree is designed to help liberal arts, science, and engineering students expand their leadership skills and obtain a solid grounding in business fundamentals.

### **A. Eligibility**

Admission is open to graduates of accredited colleges and universities with non-business undergraduate degrees. Those with an undergraduate business degree are not eligible.

All applicants must have completed their undergraduate degree no more than two years prior to enrolling in the MM program. The program is designed for candidates with little to no full-time work experience. Candidates with some (e.g., one year to 18 months) work experience are eligible to apply. Candidates with more work experience are encouraged to apply to our other graduate degree programs.

### **B. MM Curriculum**

To fulfill MM degree requirements, students must successfully complete 30.75 credit hours of approved Business courses: 24.75 credits of core courses and 6.0 credits of approved elective courses. Students enter the program in July and should complete their degree 10 months later.

<b>MM Program: Summer Term</b>	
<b>Courses</b>	<b>Credits</b>
BCOM 557: Business Comm. For Managers	1.50
FIN 557: Financial Management	2.25
ACC 557: Eval. Financial Performance	2.25
MKT 557: Marketing Management	2.25
<b>Total Credits:</b>	<b>8.25</b>

<b>MM Program: Fall Semester</b>			
<b>Fall A Courses</b>	<b>Credits</b>	<b>Fall B Courses</b>	<b>Credits</b>
STRATEGY 557: Strategy	2.25	BE 557: Applied Microeconomics	2.25
TO 557: Applied Business Statistics & Analytics	2.25	MO 557: Positive Leadership & Organizing	2.25
Optional: Approved Electives			1.50–6.00
<b>Total Credits (Approximate):</b>			<b>15.00</b>

<b>MM Program: Winter Semester</b>			
<b>Winter A Courses</b>	<b>Credits</b>	<b>Winter B Courses</b>	<b>Credits</b>
BL 557: Legal & Ethical Environment of Business	1.50	STRATEGY 558: World Economy	1.50
TO558: Operations Management	2.25	ACC 558: Cost Measurement & Control	2.25
Approved Electives			1.50-6.00

**Approved Electives:**

<b>Course Number</b>	<b>Course Title</b>	<b>Credits</b>
BA 415	Advanced Business French	3.00
BA/BUSABRD 425	Global Practicum: Study Abroad	3.00
BA 453	Active Learning Project	3.00
BA 499	Doing Business in German	3.00
ES 444	Introduction to Microfinance	3.00
ES/STRAT 445	Base of the Pyramid	3.00
FIN 408	Capital Markets and Investment Strategy	1.50
FIN 409	Fixed Income Securities and Markets	1.50
FIN 412	International Finance Management I	1.50
FIN 414	International Finance Management II	1.50
FIN 415	Corporate Investment Decisions	3.00
FIN 425	Entrepreneurial Finance	3.00
FIN 440	Financial Trading	1.50
FIN 466	Real Estate Finance and Investments	3.00
FIN 480	Options and Futures in Financial Decision Making	1.50
MKT 401	Marketing Management II	3.00
MKT 408	Pricing	3.00
MKT 411	Advertising Management	3.00

Course Number	Course Title	Credits
MKT 418	Marketing Research and Analytics	3.00
MKT/ES 425	New Product and Innovation Management	3.00
MO 414	Managing Change	3.00
MO 415	Introduction to Managing Human Capital	3.00
MO 455	Foundations in POS (Positive Organizational Scholarship)	1.50
MO 463	Creativity at Work: Theories and Practices	3.00
MO/STRAT 470	Strategic Management of Knowledge in Professional Service Firms	3.00
STRATEGY 492	Dynamic Capabilities Through Corporate Development	3.00
TO 411	Decision Support with Excel	3.00
TO 412	Big Data Tools	3.00
TO 414	Advanced Analytics	3.00
TO 426	Mobile Innovation Development	3.00

Students in the MM-SJTU cohort have slightly different requirements given that they enter the program in the Fall semester, missing Summer core courses. MM-SJTU students take ACC 557 in the Fall term, FIN 551 in the Fall term (in place of FIN 557), and MKT 501 in the Winter term (in place of MKT 557). The Communication Requirement will be completed in the Winter term. They also complete 3.0 credits of their electives requirement with BA 557 in the Spring/Summer term. This cohort begins classes in August and students typically graduate the following Summer term (late August).

### C. Additional Grading Policies

Master of Management students are graded on two types of scales:

- The Ross School of Business uses a five-level grading scale in our 500-level and above courses: Excellent (EX), Good (GD), Pass, (PS), Low Pass (LP), and Fail (F). (see [VIII. A. Grading Scales and Distribution](#))
- In Ross 400-level courses, students are graded on a “letter” scale with possible grades to include A+, A, A-, B+, B, B-, C+, C, C-, D+, D, D-, and E.

There are no honor points associated with the grade designations, and no grade point averages appear on transcripts. No optional Pass/Fail coursework may be taken within the 30.75 required credit hours.

For further details on Ross grading, see [VIII. Grading Policies](#).

## XV. Global and Executive MBA Programs

Global MBA and Executive MBA programs have distinct sets of Academic Rules and Regulations that are maintained and monitored by the respective Program Directors.

For information, see:

Global MBA: <http://michiganross.umich.edu/global-mba>

Executive MBA: <http://michiganross.umich.edu/executive-mba>

## **XVI. Community Membership**

There are many services and programs available across campus. Below are listed a few resources which Ross Masters students routinely use. For others, please search from the UM homepage.

### **A. Services for Students with Disabilities (SSD)**

G-664 Haven Hall, 505 S. State Street, Ann Arbor, MI 48109-1045

<https://ssd.umich.edu/>

[ssdoffice@umich.edu](mailto:ssdoffice@umich.edu)

Phone: 734-763-3000 (voice)

734-615-4461 (TDD)

734-619-6661 (VP)

Services for Students with Disabilities (SSD) provides services to students with visual impairments, learning disabilities, mobility impairments, or hearing impairments. They also work with students who have chronic health problems or psychological disabilities. SSD offers services which are not provided by other University offices or outside organizations. SSD provides such services as accessible campus transportation, adaptive technology, sign language and oral interpreting, readers and other volunteers, guidance for course accommodations, and requests to modify degree requirements. The services are free of charge.

Before and after a student enrolls at the University, SSD staff is available to answer questions and provide referrals concerning admission, registration, services available, financial aid, etc. In addition, SSD can help assess the need for modified housing, attendants, interpreters, transportation, classroom accommodations, note-takers, and adaptive equipment.

Some might be particularly interested in the Volunteer Reader Program, which is run by SSD. It consists of students reading material onto cassette for use by students with visual impairments or print disabilities. The primary qualification the reader must have is a clear speaking voice. Volunteers are also needed to edit scanned printed materials to be put onto disk. The primary qualification for this task is strong text editing skills.

### **B. Counseling and Psychological Services**

3100 Michigan Union, 530 S. State St., Ann Arbor, MI 48109

<https://caps.umich.edu/>

Life threatening emergencies: 911

#### **Business Hours**

Counselor-on-Duty: 734-764-8312

Dean of Students: 734-764-7420

#### **After Hours**

U-M Psychiatric Emergency (24-hours): 734-996-4747

Sexual Assault Prevention and Awareness Center (24-hours): 734-936-9333

Dept. of Public Safety: 734-763-1131

Counseling and Psychological Services is committed to creating an environment based on our values of multicultural, multi-disciplinary and multi-theoretical practices that allow our diverse student body to access care, receive high quality services and take positive pathways to mental

health. We also strive to find creative ways of reaching out to students and the UM community to nurture and develop a proactive, renewed sense of engagement throughout the campus.

Every day, CAPS is involved in activities and services that strengthen our campus to be supportive, engaged and, ultimately, connected around student mental health. Our work revolves around:

- [clinical service delivery](#)
- [prevention and education](#)
- [mental health wellness](#)
- [research and data work](#)
- [training a new generation of professionals](#)

Our work also involves information, services, and tools to help students, staff, faculty, and family members. Together, we can achieve a campus climate of mental ‘health’ where each student can engage thoughtfully as an active community member and to help their fellow students.

For more information please see the CAPS [Frequently Asked Questions](#).

### **C. Qualifying for In-State Tuition**

This section contains excerpts from the University of Michigan Guidelines for Qualifying for In-State Tuition established by the Board of Regents of the University of Michigan. For complete information, including all updates, necessary documentation, guidelines, eligibility criteria, and forms, please see: <http://ro.umich.edu/resreq.php>

Please read the Guidelines carefully before submitting an application. Although you may be eligible under more than one track, you are only required to demonstrate your eligibility by one of the three distinct application methods, described in detail under Parts I, II and III of the Guidelines. The Guidelines contain specific eligibility criteria and instructions for filing an application. It is recommended that applications be submitted at least three months prior to the proposed term of enrollment in order to ensure a timely response.

You may qualify for in-state tuition in any of the following three ways:

1. Residence. By demonstrating that you are a permanent legal resident of the State of Michigan as defined by these Guidelines (see [Part I](#));
2. Attendance. By demonstrating that you attended an accredited Michigan high school and accredited Michigan middle or junior high school (see [Part II](#)); OR
3. Service. By demonstrating that you or a family member are serving or have served in the U.S. military or Public Health Service (see [Part III](#)).

Applications are available online: <https://csprod.dsc.umich.edu/services/residency>

#### **Filing Deadlines**

September 30 for Fall Term

January 31 for Winter Term

July 31 for Spring, Spring/Summer, and Summer Terms

Refer to the Residency Office for all questions concerning residency status:

<http://ro.umich.edu/resreq.php>.