



2011-2012

BULLETIN

MBA, MAcc, & MSCM

Programs

LEADING IN THOUGHT AND ACTION

MBA/MAcc/MSCM Program Bulletin

Please note that this document is accurate as of December 2011. Subsequent updates and corrections made to the most current version can be viewed at <http://www.bus.umich.edu/pdf/MBAMAccMSCMBulletin.pdf>

Message from the President

Welcome to the University of Michigan, one of our country's great public universities.

Ours is a university with a long-standing commitment to diversity. Through the contributions of thousands of faculty and hundreds of thousands of students over nearly two centuries, we have built a university that is known for a diversity of people, heritage, academic disciplines, and scholarly pursuits.

This impressive range of individuals and intellectual activity is the very core of our academic excellence. From our 19 schools and colleges to our nationally recognized health system, the range of disciplines and their interrelationships throughout our campus are a mirror of the world we serve as a public university.

To meet society's needs, the University of Michigan must draw upon the perspectives of faculty, students and staff from around our state, our nation, and our world.

I firmly believe that we learn some of life's most important lessons from each other. The more varied the perspectives represented, the richer our education. Our differences—whether they be the academic questions that engage us, age, economic background, gender, or race, to name just a few—bring a buoyancy to our campus community and help create the intellectual vitality that makes Michigan internationally distinguished.

The University's first president, Henry Philip Tappan, had a bold vision for U-M as a model research university, and issued a challenge that continues to propel our institution: "We must take the world as full as it is."

We must always be vigilant about recruiting and retaining the best students and staff and the finest faculty – individuals of all backgrounds and experiences – so that they may further enrich the fabric of this university.

The U-M Senate Assembly, the governing body representing faculty from the Ann Arbor, Flint and Dearborn campuses, has voiced its "commitment to the value of diversity and urges that all members of the University – faculty, students, staff and administration – work together to develop new approaches to maintain diversity as a critical component of student education, research and service at the University of Michigan."

I am proud to belong to an academic community that historically has embraced diversity and is as steadfast about this ideal as it was during its earliest days. I invite you to join our remarkable community and its appreciation of the viewpoints and contributions of others.

Sincerely,

Mary Sue Coleman

Table of Contents

Message from the President..... 2

Table of Contents..... 3

I. Philosophy of the University of Michigan Masters Programs 6

II. Statement of Community Values 7

III. Student Records..... 8

IV. Full-Time and Evening MBA Program 9

 A. Full-Time MBA Core Curriculum..... 9

 1. First Year:..... 9

 Additional Core Degree Requirements:..... 10

 2. Second Year:..... 10

 B. Evening MBA Core Curriculum..... 10

 Additional Core Degree Requirements:..... 11

 C. Course Waiver Information: Full-Time and Evening MBA 11

 D. Additional Full-Time and Evening MBA Degree Requirement Information 12

 1. Business Law/Ethics Requirement..... 12

 2. MBA Communication Requirement..... 13

 3. Courses Outside the Business School 13

 4. Independent Study Projects for MBA Candidates 14

 5. Credit for Foreign Language Study..... 14

 6. International Exchange..... 14

 7. 400-level Courses 14

 9. 800-level and 900-level Courses 15

V. Weekend MBA Program..... 15

VI. Master of Accounting Program (MAcc)..... 16

 A. Undergraduate Prerequisites – MAcc..... 16

 B. MAcc Curriculum..... 17

 C. Independent Study Projects for MAcc Students..... 17

 D. Additional MAcc Degree Requirements and Options..... 17

VII. Master of Supply Chain Management Program (MSCM) 18

 A. Undergraduate Prerequisites – MSCM..... 18

B. MSCM Curriculum.....	18
C. Independent Study Projects for MSCM Students.....	19
D. Additional MSCM Degree Requirements and Options.....	19
VIII. Global and Executive MBA	19
IX. Academic Advising and Course Registration.....	19
A. Academic Advising	19
B. Course Registration.....	20
1. Modifying Class Selections	20
2. Withdrawal.....	22
X. Degree Progress Regulations	22
A. Credit Hours Guidelines	22
1. Full-Time MBA, MAcc and MSCM Guidelines	22
2. Evening MBA Guidelines.....	22
B. Time Limit for Completing Degree Requirements.....	23
C. Maintenance of Active Degree Candidacy and Readmission.....	23
D. Class Attendance.....	23
E. Pass/Fail Grading	23
F. Auditing Courses	24
G. Retaking Courses	24
H. Elections by Students Enrolled in Other Units	25
I. Transfer from Evening MBA into Full-Time MBA Program.....	25
J. Academic Review Status and Probation	25
K. Grades and Transcripts.....	26
L. Taking Courses after Completion of Degree Requirements	26
XI. Grade Policies and Academic Honors.....	26
A. Grading Policy for coursework taken in the Business School.....	26
B. Grades for Coursework taken in other University Units	27
C. Grades for Coursework via a Business School Exchange Program	27
D. Special Grades.....	27

E. Grade Modification Policy..... 28

F. Dispute of Final Grades 28

G. Academic Honors..... 28

 1. Graduation "With Distinction" or "With High Distinction"..... 28

 2. Preliminary Determination of Honors 29

 3. Beta Gamma Sigma 29

XII. Graduation..... 29

 A. Review Your Degree Audit 29

 B. Apply for Graduation in Wolverine Access..... 29

 D. Complete Exit Interview 29

 E. Commencement 30

XIII. Community Membership..... 31

 A. Ross Community Values, Codes and Procedures..... 31

 B. Services for Students with Disabilities (SSD) 31

 C. Office of Student Conflict Resolution: Statement of Student Rights and Responsibilities 31

 D. Residency Regulations 32

INDEX..... 34

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 Masters of Accounting (MAcc) program, and our Master of Supply Chain Management (MSCM) 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 and MSCMs learn from each other. The Michigan programs produce graduates who set a standard for effectiveness and leadership.

II. Statement of Community Values

All members of the Ross Business School 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 on the Ross website at:

<http://www.bus.umich.edu/Academics/Resources/communityvalues.htm>.

All Ross School of Business students are responsible for reading these documents.

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 which 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 at: <http://www.ro.umich.edu/ferpa/>.

Access to individual student files is restricted to official college academic advisors and clerical staff who assist in managing student files. Only the Associate Dean for Graduate Programs, the Associate Dean for Undergraduate Program, the Chair of the Community Values Committee, the School Registrar and select administrative staff have access to individual confidential files. Parents, faculty, and graduate school admission committees do not have access to student advising files without express written authorization from the student.

Ross School of Business (RSB) shreds all student files two 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. Full-Time and Evening MBA Program

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 six 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 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 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 credit hours a term, with a maximum of 18 hours credit, and a minimum of 9. Going below full-time (9 credits) affects financial aid, degree progress, and (for international students) immigration status. To register for fewer than 9 credits in a term, you must request approval. In addition, students should not register for more than 9-10.5 credits in any half (A/B) term. To calculate your half term credits, divide any full-term class credits in half and add to your 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.** Courses taken in the first year of the program establish a basic understanding of the functional responsibilities of an organization.

First Year - Fall Term	
Fall A	Fall B
ACC 502: Prin of Fin Acct (2.25 crs)	FIN 503: Financial Mngmt (2.25 crs)
BE 502: Applied Microeconomics (2.25 crs)	MKT 503: Marketing Mngmt (2.25 crs)
STRATEGY 502: Corporate Strategy (2.25 crs)	MO 503: Leading People & Orgs (2.25 crs)
OMS 502: Applied Business Statistics (2.25 crs)	Optional Business Elective or Core Degree Requirement
Finance 513 option ^a (2.25 crs)	

First Year – Winter Term	
Winter A	Winter B
ACC 552: Management Accounting (2.25 crs)	BA 553: Multidisciplinary Action Projects ^b (7.5 crs)
OMS 552: Operations Management (2.25 crs)	
Optional Business Elective or Core Degree Requirement	

^a FIN 513 (in Fall A) is offered for those students pursuing a career in finance. Students may apply to take this class if they have waived a different Fall A course. Those who pass this class will not take FIN 503 in Fall B, thereby freeing up a second elective slot in that term.

^b During the second seven weeks of the first year Winter Term, students participate in MAP (BA 553 - Multidisciplinary Action Projects). MAP may involve domestic, international, entrepreneurial, or experimental projects. Placement into specific MAP programs is determined by an application process

during the Fall semester. Students do not take additional coursework while enrolled in MAP due to time obligations and intensive group work, regardless of the MAP assignment location.

Additional Core Degree Requirements:

(may be completed in the first or second year)

World Economy (STRATEGY 503 – 1.5 crs) must be completed at any time during the two years, and cannot be waived. This course is a prerequisite for some STRATEGY electives.

Law/Ethics Requirement: This requirement can be met by waiver request or with coursework at any time during the two years. (Students who have earned a Juris Doctor degree are automatically waived from this requirement.) See [section D.1](#) for complete details and course options.

Communication Requirement: To help develop communication skills, all students must fulfill a Communication Requirement. This requirement can be satisfied by passing a waiver exam or with course work. See [section D.2](#) for complete details and course options.

2. 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 total graduate credit hours during their two years in the program.

Of the 57 credits, at least 25 may be taken as electives. 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 of the 57 credits must be Ross 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 Core Curriculum

The Evening MBA program consists of 60 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 (see [section D.2](#)) as well as the Law/Ethics requirement (see [section D.1](#)) 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 (<http://www.bus.umich.edu/CourseManagement/CourseDescriptions.asp>) for details.

Core Requirements with no Prerequisites	Core Requirements with Prerequisites
ACC 501: Financial Accounting (3.0 crs)	ACC 551: Managerial Accounting (3.0 crs) [ACC 501 prerequisite]
BE 501: Applied Microeconomics (3.0 crs)	STRATEGY 601: Corporate Strategy [ACC 501 prerequisite] (3.0 crs)
BIT 551: Information Systems(3.0 crs)	FIN 551: Financial Management & Policy (3.0 crs) [ACC 501 and OMS 501 prerequisites]
Law/Ethics Requirement (for admits Fall 05 and later)	OMS 551: Introduction to Operations (3.0 crs) [OMS 501 prerequisite]
MBA Communication Requirement	
MKT 501: Marketing Management (3.0 crs)	
MO 501: Human Behavior and Organization (3.0 crs)	
OMS 501: Applied Business Statistics (3.0 crs)	
STRATEGY 503: World Economy (for admits Fall 2005 and later) (1.5 crs)	

Additional Core Degree Requirements:

World Economy (STRATEGY 503 – 1.5 crs): Applies to students admitted Fall 2005 and later. Can be completed at any time during the program, and cannot be waived. This course is a prerequisite for some STRATEGY electives.

Law/Ethics Requirement: Applies to students admitted Fall 2005 and later. This requirement can be met by waiver request or with coursework. (Students who have earned a Juris Doctor degree are automatically waived from this requirement.) See [section D.1](#) for complete details and course options.

Communication Requirement: To help develop communication skills, all students must fulfill a Communication Requirement. This requirement can be satisfied by passing a waiver exam or with course work. See [section D.2](#) for complete details and course options.

NOTES:

- All students will complete a minimum of 25.5 credit hours in elective coursework. Elective courses may be 1.5, 2.25, or 3 credit hours.
- At least 50 of the 60 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 OMS 501 are prerequisites for other core classes, we strongly recommend taking these early in the program, to allow maximum flexibility in choosing courses.

C. Course Waiver Information: Full-Time and Evening MBA

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 (See

<http://www.bus.umich.edu/Academics/Curriculum/CoreCurriculum/Waivers/Waivers.htm>)

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

1. A waiver form submitted to Academic Services 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:

- a. Prior academic experience – Coursework previously completed at other institutions and documented on a transcript.
 - b. 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," meets this requirement. Such courses may not be repeated for additional credit toward the MBA degree.
 - c. Professional experience – As documented on a resume or other relevant documentation.
 - d. 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.

NOTE: 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 (see [section D.1](#))

Detailed information regarding waivers is posted on the web in the summer prior to entrance to the program. (For Evening MBA students entering in Winter Term, this information is posted the following summer.)

D. Additional Full-Time and Evening MBA Degree Requirement Information

1. Business Law/Ethics Requirement

(All Full-Time MBA and Evening MBAs admitted Fall 2005 and later)

As part of the core requirements, MBA students must elect one of the approved Business Law or an Ethics courses at some time during the program. The course must be a minimum of 1.5 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. BA 512 is the only exception to this rule; JD holders or candidates may take this course for credit without instructor permission. The following courses fulfill this core requirement:

BA/NRE 512	Ethics of Corporate Management	1.50 crs
LHC/ES 504	Legal Aspects of Entrepreneurship	2.25 crs
LHC 506	Corporate Governance	2.25 crs
LHC 507	Law of Finance and Banking	1.50 crs
LHC 508	Securities Law	1.50 crs
LHC 509	Intellectual Property Law	2.25 crs

LHC 511	Legal Environment of Business	3.00 crs
LHC 512	Introduction to Business Law	1.50 crs
LHC 513	Law of Marketing	1.50 crs
LHC 514	Employment Law for Managers	1.50 crs
LHC 516	Law of Enterprise Organization	1.50 crs
LHC 517	Law of Business Organizations	2.25 crs
LHC 582	Real Estate Law	3.00 crs

Please note: The following Business Law and Ethics courses are electives only and do not meet the Law/Ethics requirement: LHC 510, LHC 532, and LHC 688.

2. MBA Communication Requirement

The MBA Communication Requirement can be fulfilled through course work 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.

LHC 520	Managerial Writing	3.0 crs
LHC 521	Writing Fundamentals for Entrepreneurs	1.5 crs
LHC 522	Managerial Writing Fundamentals	1.5 crs
LHC 524	Persuasive Management Communication	1.5 crs
LHC 560	Communication Management	3.0 crs

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.

MBA Students (including all Dual Degree students) may take the Communication Waiver Exam at any point during their education in the MBA program. Those who have not successfully completed the assessment will need to fulfill the Communication requirement with course work.

For more details about the Communication Requirement, please reference:

<http://www.bus.umich.edu/Academics/Departments/LHC/communication/MBArequire.htm>.

3. Courses Outside the Business School

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 we admit PhD students 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. MBA students may, however, 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. 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.

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.

4. Independent Study Projects for MBA Candidates

Individual and group academic research or action-based learning projects, supervised by faculty, are available to graduate business candidates. 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 (from Academic Services web pages) must be completed and processed, indicating faculty, Department Chair, and Dean's Office approval of the project. Students earn one to three credit hours per project and may elect only one project in a term and no more than three over the course of their program. No more than seven credit hours from independent study projects will count toward degree requirements.

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. Non-business master-level students may also complete individual and/or group projects. Details and forms are available online: <http://www.bus.umich.edu/Academics/Curriculum/ElectiveOptions/IndependentResearch/>.

5. Credit for Foreign Language Study

With special permission, MBA candidates may earn degree credit for undergraduate language courses at the University of Michigan-Ann Arbor. 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. To request credit for language study, students should complete the request form through Academic Services. Grades earned in undergraduate level courses do not count when calculating 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.

6. International Exchange

The Stephen M. Ross School of Business participates in an International Exchange Program with approved business schools worldwide, with selections made during Winter term of the preceding academic year. All applicants must be in good academic standing. For Full-Time MBA students, the exchange itself usually takes place during the Winter term of the student's second year. Evening MBA students who have completed the core course requirements are also eligible to participate in the exchange programs. Students who complete the exchange program register for 6-18 credit hours of Pass/Fail credit toward their degree. Contact the Center for International Business Education at cibe@umich.edu for more information.

7. 400-level Courses

Because some 400-level courses are approved for graduate study, MBA 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 Honors calculation.

Courses at the 300-level and below do not earn degree credit (see [section D.5](#) Credit for Foreign Language Study for possible exceptions).

8. 590 Level Courses:

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

9. 800-level and 900-level Courses

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

10. EMBA and WMBA Courses: These courses are restricted to Executive MBA (EMBA) and Weekend(WMBA) students only.

V. Weekend MBA Program

The Weekend MBA Program is a structured, cohort-based, 60-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 MAP (Multidisciplinary Action Project) 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 and all students follow the sequence of courses listed below.

Year One

Spring-Summer Term (9 hrs) <i>May - Aug.</i>	Fall Term (9 hrs) <i>Sept. – Dec.</i>	Winter Term (11.25 hrs) <i>Jan. – Apr.</i>
WMBA 501: Financial Accounting (2.25 crs)	WMBA 505: Corporate Strategy (2.25 crs)	WMBA 509: Human Behavior & Organization (2.25 crs)
WMBA 502: Applied Microeconomics (2.25 crs)	WMBA 506: Financial Management (2.25 crs)	WMBA 510: MAP (6.00 crs)
WMBA 503: Applied Business Statistics (2.25 crs)	WMBA 507: Managerial Accounting (2.25 crs)	WMBA 511: Corporate Governance (1.50 crs)
WMBA 504: Marketing Management (2.25 crs)	WMBA 508: Operations Management (2.25 crs)	
*WMBA 514: Business Communication – Taught throughout the year – (for WMBA class of 2012, 1.5 credits billed in Winter 2011 term)		

Year Two

Spring-Summer Term (9.75 hrs) <i>May - Aug.</i> Theme: Strategies for Growth	Fall Term (9.75 hrs) <i>Sept. – Dec.</i> Theme: Executing the Strategy	Winter Term (11.25 hrs) <i>Jan. – Apr.</i> Theme: Competing Globally
WMBA 601: Strategic Market Planning (2.25 crs)	WMBA 611: Supply Chain Management (3.00 crs)	WMBA 621: New Age of Innovation (2.25 crs)
WMBA 602: Strategies for Growth (2.25 crs)	WMBA 612: Bargaining and Influence Skills (2.25 crs)	WMBA 512: World Economy (1.50 crs)
WMBA 603: Valuation (2.25 crs)	WMBA 613: Adv. Mgt. Accounting / Cost Mgt. Sys. (2.25 crs)	WMBA 622: International Marketing Management (3.00 crs)
WMBA 604: Leadership Development (3.00 crs)	WMBA 614: Competitive Tactics and Policy (2.25 crs)	WMBA 513: Capstone Course (3.00 crs)
*WMBA 514: Business Communication – Taught throughout the year – (for WMBA class of 2012, 1.5 credits billed in Winter 2012 term)		

***Note:** Effective with WMBA class graduating May 2013, WMBA 514 will be billed in Year Two Winter term as one, 3.00 credit class.

VI. 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 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. (We do not allow a dual degree between MBA and MAcc.)

A. Undergraduate Prerequisites – MAcc

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.

Thirty-three credit hours of core and elective courses are necessary to complete the MAcc degree. Students enter the program in September and complete their Graduate Research Seminar coursework the following June with degree conferral in August. The core curriculum consists of a series of accounting and financial reporting courses. 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. 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.

B. MAcc Curriculum

Fall Term	Winter Term	Spring Term
ACC 561: Federal Taxation I (3.0 crs)	ACC 625: Advanced Financial Accounting (2.25 crs)	ACC 695: MAcc Graduate Research Seminar (3.0 crs)
ACC 564: Corporate Financial Reporting (2.25 crs)	ACC 630: Auditing and Assurance (1.5 crs continued from Fall B)	
ACC 565: Financial Instruments and Structured Finance (2.25 crs)	11.25 credits of Electives – see below*	
ACC/BIT 601: Accounting Information System Design (1.5 crs)		
ACC 630: Auditing & Assurance (3.0 crs total = 1.5 crs in Fall B and 1.5 in Winter A)		
4.5 credits of Electives – see below*		

* In choosing your electives, students must include at least ONE of the following choices if you **do not** waive any of the above core courses, or TWO of the following choices if you **do** waive any of the above core courses.

ACC 620	Federal Taxation II	2.25 crs
ACC 640**	Advanced Management Accounting**	1.50 crs
ACC 650**	Cost Management Systems**	1.50 crs
ACC 711	Financial Statement Analysis	2.25 crs
ACC 713	Business Forecasting and Equity Valuation	2.25 crs
ACC/FIN 725***	Managing the Maize and Blue Fund***	1.50 crs
ACC/FIN 726***	Maize and Blue Fund***	1.50 crs
BE 570/PUBPOL 575	Tax Policy & Business	3.00 crs

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

LAW 665	Estate and Gift Tax	3.00 crs
LAW 691	International Tax	4.00 crs
LAW 726	Partnership Tax	3.00 crs
LAW 746	Tax of Financial Instruments	4.00 crs
LAW 747	Taxation of Individual Income	4.00 crs
LAW 749	Corporate Taxation	4.00 crs

If ACC 640 **and 650 are chosen, both must be taken for a total of 3.00 credits (1.50 credits each).

***If ACC/FIN 725 **and** 726 are chosen, both must be taken for a total of 3.00 credits (1.50 credits each).

C. Independent Study Projects for MAcc Students

MAcc students may take up to 3 credit hours of independent study work. See [section IV.D.4](#) Independent Study Projects for MBA Candidates for a full description of these projects.

D. Additional MAcc Degree Requirements and Options

- MAcc students must earn a minimum of 33 credit hours.
- MAcc students may take a maximum of 6 credits of approved, 400-level graduate courses.
- MAcc students may take a maximum of 6 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 33 required credit hours.

VII. 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 – MSCM

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, you will participate in a paid team-based summer project sponsored by a company. Your Ross experience will include the Tauber Leadership AdvantageSM program, a series of leadership and teamwork modules offered by the Tauber Institute for Global Operations.

Winter A	Winter B
OMS 618: Supply Chain Analytics (3.0 crs)	
OMS 605: Manufacturing & Supply Operations (3.0 crs)	OMS 621: Logistics (2.25 crs)
OMS 616: Project Management (1.5 crs)	OMS 703: Tauber Inst Team Project (3.0 crs)
	IOE 425: Manufacturing Strategies (2.0 crs)* – may be waived
OMS 505: Bootcamp (1.0 crs, mandatory P/F)	
Optional: Approved Engineering or Business elective (1.5 – 2.25 crs) – see below	
15.75 credits of required classes (Total credits for term cannot exceed 18.00)	
SUMMER: Sponsored Summer Project	
Fall A	Fall B
OMS 620: Supply Chain Management (3.0 crs)	
OMS 624: Strategic Sourcing (2.25 crs)	OMS 623: IT Strategy in SC & Logistics (1.5 crs)
Approved Business elective (1.5 to 2.25 crs) – see below	OMS 735: Special Topics in SCM (1.5 crs)
Approved Engineering or Business elective (1.5 - 6.0 crs) – see below	
Total Credits approximately 15	

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

*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).

Approved Business Electives (minimum 3.00 crs):

MSCM students choose from Business elective classes which are not Full-Time or Part-Time MBA core courses, but may elect STRATEGY 503. (See [course description](#).) Permission to take some Business electives may be dependent upon completion of Bootcamp sessions or may require other prerequisites.

Approved Engineering Electives (minimum 2.00 crs):

Choose Engineering courses from this list: IOE 441, IOE 447, IOE 449, IOE 461, IOE 465, IOE 466 , IOE 510, IOE 543, IOE 549, IOE 565, IOE 574, IOE/OMS 548 , MECHENG 452, MECHENG 455, MECHENG 581, MECHENG 583, MECHENG 589, MECHENG/MFG 587

C. Independent Study Projects for MSCM Students

MSCM students may take up to 3 credit hours of independent study work. See [section IV.D.4 Independent Study Projects for MBA Candidates](#) for a full description of these projects. No more than one project per term and two projects total may be completed.

D. Additional MSCM Degree Requirements and Options

- MSCM students must earn a minimum of 30 credit hours (of approved Business or Engineering courses).
- Completion of Tauber Leadership AdvantageSM Program.
- No optional Pass/Fail coursework may be taken within the 30 required credit hours.

VIII. Global and Executive MBA

Global MBA and Executive MBA programs have distinct sets of Academic Rules and Regulations that are maintained and monitored by the respective Program Directors. Please refer to the Global MBA website at <http://www.bus.umich.edu/Academics/Gmba/Whyross.htm> and the Executive MBA website at <http://www.bus.umich.edu/Admissions/EMBA/Whyross.htm>.

IX. Academic Advising and Course Registration**A. Academic Advising**

Full-Time MBA, Evening MBA, MSCM and MAcc Programs: Outside of the core coursework in these degree programs, 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 (<http://www.bus.umich.edu/Academics/DegreeStatus/DegreeRequirements/>) for students to monitor their academic progress. Students may also access a live degree advisement report (audit) via Wolverine Access.

In the Full-Time and Evening MBA programs, the choice of electives is quite flexible and may be tailored to each student's needs and interests. Note that Ross School of Business does not officially recognize "concentrations" or specializations within any of its graduate degree programs. Rather, students are encouraged to choose elective courses that will best meet their individual goals for their degree. 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), or a Master of Supply Chain Management degree (for MSCM students).

Academic advisors are available to assist students in developing plans that satisfy their academic goals, as well as provide support for unanticipated circumstances or academic probation. Students may schedule an appointment with an advisor through an [online appointment](#) system; for those students unable to visit our

Feb 2012

office during regular business hours, appointments may be held via phone. Academic advisors and staff also provide support for degree progress functions such as:

- degree audits
- dropping/adding classes
- core course waivers
- dual degrees
- independent studies

Students should also avail themselves of various resources within Ross as they plan their academics. Faculty, peer advisors in Career Services, and web pages such as <http://www.bus.umich.edu/Academics/Curriculum/ElectiveOptions/> help students choose electives most beneficial to them.

Note: Due to the lock-step cohort structure of the Weekend MBA program curriculum, WMBA students may not need to utilize Academic Advising to monitor degree requirements. WMBA students are encouraged to work with the Part-Time MBA Program Director for assistance with circumstances that may affect performance or program timing.

B. Course Registration

Graduate business students register for courses using several different methods. Academic Services provides specific information (<http://www.bus.umich.edu/Academics/Registration/Register/>) about registration to students before the registration period begins each semester.

Students must check the registration dates and deadlines for each specific term (<http://www.bus.umich.edu/Academics/Registration/TimesDates/RegistrationDates.htm>). It is always the student's responsibility to review his/her actual schedule and confirm that classes registered are correct. The student is expected and required to make any adjustments to their schedule within the stated timelines and guidelines.

1. Modifying Class Selections

Core Classes: All master's 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.*** Full-Time and Evening MBA core course waiver information is available here: <http://www.bus.umich.edu/Academics/Curriculum/CoreCurriculum/Waivers/waivers.htm>.

Elective Classes: Students may use Wolverine Access (<http://wolverineaccess.umich.edu>) to add or drop elective classes prior to the start of the term and during the first week or two of each full term (Fall, Winter, Spring, and Summer). The student's revised course schedule, however, must meet the enrollment regulations of their program (see section [X.A](#) Credit Hours).

The drop/add deadlines for Fall, Winter and Spring/Summer (14-week and 7-week) courses can be viewed online at <http://www.bus.umich.edu/Academics/Registration/TimesDates/RegistrationDates.htm>. Note that different dates may apply for intensive or alternatively scheduled course offerings; check the class listing and registration deadlines for details. Prior to these deadlines, approval from Academic Services is not required to drop/add and no 'W' will be posted on the student's transcript for courses dropped. For more information regarding the Drop/Add process, please see <http://www.bus.umich.edu/Academics/Registration/Register/AddDropClasses.htm>.

After the Drop/Add Deadline (but before the last class period):

1. A Drop/Add Verification Form (available at <http://www.bus.umich.edu/Academics/Resources/Forms/DropAddVerificationForm.pdf>) must be signed by instructor. Hard copy forms may also be picked up from Academic Services in E2420.*
2. Complete a DROP/ADD slip (University of Michigan Election Worksheet) with all necessary information. DROP/ADD slips can be obtained from E2420.
Please note that to *add* a class:
 - a. You must meet all prerequisites for the desired class.
 - b. You must have full support of the instructor regardless of seat capacity in the class.
 - c. You must have room in your schedule to add the desired class.
3. Submit both forms to Academic Services in E2420 for approval during walk-in hours.
4. If the drop or add is approved, please take the stamped DROP/ADD slip to the Registrar's Office located on the first floor of the LSA Building located at 500 S. State Street (adjacent to the Michigan Union). They will assist you with adjusting your class schedule. Be sure to bring your UMID. If you are an Evening MBA student, please contact Academic Services for assistance with adjusting your class schedule once you have a signed Drop/Add Verification Form.

* As an alternative to the DAVF, Evening students may request faculty to send a signed letter on departmental letterhead or an email from their personal umich.edu email account. The letter/email must state that the student has permission to either drop or add the specified course after the drop/add deadline. For late adds, the instructor must indicate that the student has either been attending class, or that a plan has been approved for the student to catch up on required work. A letter, email, or DAVF may be submitted in one of three ways: mailed or delivered to Academic Services (Stephen M. Ross School of Business at the University of Michigan, 701 Tappan, Room E2420, Ann Arbor MI 48109-1234), faxed to Academic Services at 734-763-8833, or emailed to rossacadservices@umich.edu.

Considerations for Late Drops*:

1. Core courses may not be dropped. (Evening MBAs only are exempt from this rule.)
2. Elective courses may be dropped only up to the last regular class meeting, with instructor approval.
3. If the course to be dropped is the only class registered in the term, do not use this form but follow procedures for a Term Withdrawal (see <http://www.bus.umich.edu/Academics/Registration/Register/default.htm>).
4. 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.
5. Tuition charges are not reduced by a late drop if the student has other courses remaining on his/her schedule.
6. Dropping a course may affect current financial aid and/or future financial aid eligibility. For further information, graduate students should contact Ross Financial Aid (764-5139).
7. International students who wish to drop below full time status should contact the International Center concerning the impact on I-20 Visa status. (Full time for visa purposes is 8.00 credits for graduate students.)
8. Athletes who wish to drop below full time status should contact the Athletic Department concerning eligibility requirements.

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

Considerations for Late Adds:

1. Late adds must have the full support of the instructor regardless of seat capacity in the class.

2. Adding credits may affect tuition. Contact the Office of Tuition and Fees (615-1572) for further information.
3. Full time graduate students are capped at 18.00 credits in a full term. Late Adds may not exceed this limit.
4. Evening students adding credits above 7.50 in the Fall or Winter terms or 4.50 in the Spring or Summer terms need to contact rossacadservices@umich.edu.

2. Withdrawal

Withdrawal means the elimination of all courses for a given term after the term has begun. Students wishing to withdraw from a term should contact Academic Services. (See [section X.C](#) Maintenance of Active Degree Candidacy)

X. Degree Progress Regulations

A. Credit Hours Guidelines

1. Full-Time MBA, MAcc and MSCM Guidelines

For Full-Time students, we consider a full load to be around 15 credits per term and do not encourage students to exceed this - especially during their first term in the program. The University registration system will allow students to select up to 18 credits per term. Students are not permitted to go above 18.

2. Evening MBA Guidelines

Fall /Winter Semesters	Spring/Summer Semesters
Elect up to 7.5 credit hours Request to increase credit limit up to 9 credit hours without permission* Request permission from Ross School Registrar to elect more than 9 credit hours**	Elect 4.5 credit hours Request Academic Services to increase credit limit up to 7 credit hours without permission* Request permission from Ross School Registrar to elect more than 7 credit hours**

*Prior to the start of a term (check your course registration web page at <http://www.bus.umich.edu/Academics/Registration/Register/> for exact dates for each term), Evening MBA students may request to have their credit hours increased if they are in good academic standing (at least 80% of credit hours at PS level or higher) and not in their first term of the program. A request is made by sending an email to rossacadservices@umich.edu including the student’s full name, UMID, and term.

**Evening MBA Students who have a reduced workload or are no longer employed may be eligible to request more than 9 credit hours in Fall/Winter semesters, and more than 7 credit hours in Spring/Summer semesters. A request should be submitted to Academic Services, and should include documentation from the student’s employer confirming the reduction in workload.

Evening students who have the flexibility to do so can register for a Full-Time MBA elective class with instructor permission on an override basis, 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 or MSCM degree within 10 years of their initial enrollment. Students who desire more time must submit a written petition to Academic Services, 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. 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. 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 you are considering missing classes, or wish to add a class after it has started meeting, you are responsible for contacting the instructor in advance to confirm that it is OK for you to add late, and to agree to a plan for how you will work to catch up on missed material. Students are responsible for reviewing the CTools site, class syllabus and emails sent from the instructor for additional attendance guidelines regarding each class.

E. Pass/Fail Grading

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; these grades do not count when calculating academic honors.

F. Auditing Courses

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 course (via instructor email 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 visit Academic Services during walk-in hours to verify approval to audit. Student must bring proof of instructor consent to Academic Services.
- Student will have to register in-person at the Registrar's Office and present the approved DROP/ADD form (or "University Election Worksheet"). You will NOT be allowed to register for a Visit 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 you have satisfactorily completed a course for an official visit, the course will be listed on your permanent academic record with the notation "VI" in place of a grade. If you do not complete the course to the satisfaction of the instructor, the course will be entered on your 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.

G. Retaking Courses

Effective for students admitted Spring/Summer 2012 term or later, if a core class is failed, students have one chance to re-take the class and receive a passing grade. If the core class is failed a second time, the student is withdrawn from the program (subject to appeal for extenuating circumstances). 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. A student may retake a course in which a passing grade was received if the desire is to strengthen knowledge or improve the grade, but the credit hours will be counted only once toward degree requirements.

For students admitted prior to Spring/Summer term 2012, students may retake a failed course for credit if they wish to do so and must retake a failed course if it is a degree requirement or a prerequisite to other courses that the student wishes to elect. 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. A student may retake a course in which a passing grade was received if the desire is to strengthen knowledge or improve the grade, but the credit hours will be counted only once toward degree requirements.

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.

H. Elections by Students Enrolled in Other Units

Graduate students enrolled in other divisions of the University may elect most courses in the Business School, if they obtain faculty approval, satisfy course prerequisites and space permits. These students should note that if they become MBA, MAcc or MSCM 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. Dual degree students should speak with a counselor in Academic Services about possible exceptions.

I. Transfer from Evening MBA into Full-Time MBA Program

While all students should plan on completing the program to which they have been admitted, occasionally Evening MBA students consider transferring to the Full-Time program. These requests should be presented as an email to Academic Services at rossacadservices@umich.edu. No request will be considered unless all core course work, along with the Communication requirement, has been completed. Transfer requests are evaluated in a batch process. Factors affecting the decision include space constraints in the Full-Time MBA class that term and confirmation that core coursework (and Communication requirement) will be complete at the time of transfer.

J. Academic Review Status and Probation

Effective for students admitted Spring/Summer 2012 term or later, all graduate Ross School students are required to maintain the equivalent of a 2.00 grade point average. If any term or cumulative grade point average is below a 2.00 equivalent, the student's record is reviewed and the student may be placed on Academic Review Status or may be asked to withdraw from the program. In addition, any grade of "Fail" will also result in review of the record for possible disciplinary action ranging from being placed on Academic Review Status through dismissal from the program. If a core class is failed, students have one chance to re-take the class and receive a passing grade. If the core class is failed a second time, the student is withdrawn from the program (subject to appeal for extenuating circumstances).

Note that students on academic or disciplinary probation (see [section II. Statement of Community Values](#)) are not in good standing until the conditions of their probation are met, and are not eligible to graduate until they meet conditions of good academic standing. Probation status may impact any scholarship support.

Students asked to withdraw may appeal the decision. Students who have been required to withdraw may petition to be readmitted in a subsequent term. The appeal must contain documentation as to why circumstances have changed to allow for successful completion of the degree.

For students admitted prior to Spring/Summer 2012 term, if a Full-Time MBA, MAcc, MSCM or WMBA student receives 60 percent or more of his or her credit hours as "Low Pass" or "Fail" in any one of the first three terms, or cumulatively, that student's record is reviewed, and the student may be placed on Academic Review Status or may be asked to withdraw from the program. For Evening MBA students, if 60 percent or more of credit hours in any band of 15 credits is at Low Pass or Fail, the student's record will be reviewed. In addition, any grade of "Fail" also shall result in review of the record for possible disciplinary action ranging from being placed on Academic Review Status through dismissal from the program. If a student earns a grade of "Fail" in a core course, the course must be repeated to meet degree requirements.

If a MBA, MAcc or MSCM student receives 60 percent or more of his or her cumulative credit hours as "Low Pass" or "Fail", the student will not be eligible to graduate.

Note that students on academic or disciplinary probation (see [section II. Statement of Community Values](#)) are not in good standing until the conditions of their probation are met. Probation status will impact any scholarship support.

Students asked to withdraw may appeal the decision. Students who have been required to withdraw may petition to be readmitted in a subsequent term. The appeal must contain documentation as to why circumstances have changed to allow for successful completion of the degree.

K. Grades and Transcripts

Term grades are posted on Wolverine Access (<http://wolverineaccess.umich.edu>) shortly after grades are submitted online by instructors. Students may obtain copies of their transcripts free of charge through Wolverine Access, with details available at <http://www.ro.umich.edu/>. The Ross Business School does not issue transcripts.

L. Taking Courses after Completion of Degree Requirements

Alumni who wish to take a course at the Business School after graduating must apply for admission as a "non-degree student" and receive permission from the faculty to take the course. Please note that approval of such requests is extremely restricted, and is based upon course availability and current degree student enrollment. For further information, contact the Senior Associate Director of Academic Services, Admissions and Career Development, via rossacadservices@umich.edu.

XI. Grade Policies and Academic Honors

A. Grading Policy for coursework taken in the Business School

Stephen M. Ross School of Business uses a five-level grading scale for all MBA, MAcc and MSCM students:

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

Good (GD): Performance that exceeds all the standard requirements of the course. Approximately 35 percent of the students in a core course shall receive this grade.

Pass (PS): Performance that meets all the standard requirements of the course. Approximately 35 percent 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 percent 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. 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

C. Grades for Coursework via a Business School Exchange Program

Students who participate in the Ross Business School Exchange Programs register for the Business School course STRATEGY 689, which has a mandatory Pass/Fail grading basis. Courses at the host school must be taken for grades in order for us to evaluate and translate into our mandatory P/F table. Grades are issued based on performance at their host institution. Definitions of passing and failing performance depend on the standards of the respective foreign institutions. Pass/Fail grades do not count when calculating academic honors.

D. Special Grades

- **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 (ex. "IPS"). A notation of "I" is calculated in academic honors 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 failures ("ILF"). These failing grades will stand unless the instructor allows the student to complete all requirements at a later time.
- **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.
- **Y = Extended Course**: Y should be for a course approved to extend beyond one term. This code is rarely applicable. Contact rossacadservices@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.

- **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.

E. 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. Because this choice of Audit vs. For Credit becomes final after these deadlines, students are advised to plan carefully before requesting these changes. Students should review the requirements regarding [auditing](#) and [pass/fail](#) grading bases carefully.

F. Dispute of Final Grades

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 Ross procedures for student disputes with an instructor (<http://www.bus.umich.edu/pdf/StudentDisputesInstructors.pdf>) and proceed to the first step: discussing the issue with the instructor (in person). **Note:** Any grade dispute must be initiated within three (3) weeks of the grade being posted on Wolverine Access.

G. Academic Honors

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"

For the purpose of determining academic honors for MBAs, MAccs and MSCMs, grades are converted into value points and an average is computed for each student. For Full-Time MBAs, two calculations are done - one with MAP (BA 553) and one without. Students who qualify for honors under either calculation 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

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. Honors for dual degree students are calculated by using all credit hours, both business and non-business, elected in terms when the student was registered in the Business School. 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. Preliminary Determination of Honors

Upon completion of the first year (two full terms or 30 credit hours) of the Full-Time MBA Program, students may note that they are eligible for Distinction or High Distinction for purposes associated with the Office of Career Development and/or resumes. The same grade point average calculations and ranges apply for "Initial Candidacy" and actual graduation honors.

3. 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's 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 master's class (as of the end of the Fall term prior to graduation for seniors and master's students). For MBA students, this calculation is done including the MAP (BA 553) grade. Beta Gamma Sigma contacts eligible candidates for admission.

XII. Graduation

Follow the steps below to prepare for graduation.

A. Review Your Degree Audit

The Academic Services 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 advisor in Academic Services or by doing a self-audit. Appointments with advisors can be made online by going to iImpact (<http://www.bus.umich.edu/CounselingCalendar/AcademicServices/>). Students may also track their own progress by reviewing a Degree Requirements Checklist available at: <http://www.bus.umich.edu/Academics/DegreeStatus/DegreeRequirements/>.

B. Apply for Graduation in Wolverine Access

In order to receive a diploma, students use Wolverine Access (<http://wolverineaccess.umich.edu>) to apply for the term of expected graduation, confirm how they want their name to appear on the degree list and diploma, and provide all address information online. 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. Students who fail to apply may miss deadlines for name inclusion in the commencement program and degree awarding processes.

Students will be graduated from their program in the term in which they complete all degree requirements. Consequently, a student's date of graduation will be determined by the term in which degree requirements are 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.

D. 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

that you participate in a 25-30 minute online counseling session and take a quiz about managing your loan debt. Graduating students are sent email notifications about six weeks before graduation.

E. 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 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. Further information regarding commencement can be found online: <http://www.bus.umich.edu/Commencement/>.

XIII. Community Membership

A. Ross Community Values, Codes and Procedures

(See [section II. Statement of Community Values](#))

B. Services for Students with Disabilities (SSD)

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

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

ssdoffice@umich.edu

(734) 763-3000 Voice or (734) 615-6921 TTY

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. We provide 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 are 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.

C. Office of Student Conflict Resolution: Statement of Student Rights and Responsibilities

G121 South Quad, 600 E. Madison, Ann Arbor, MI 48109-1372

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

oscr@umich.edu

(734) 936-6308

Statement of Student Rights and Responsibilities

[\(http://www.oscr.umich.edu/statement/\)](http://www.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 also publishes a list of policies which govern non-academic student conduct on campus. Refer to the listing at <http://www.studentpolicies.dsa.umich.edu> for additional policy statements.

D. Residency Regulations

Information on Residency Classification for Admission and Tuition Purposes

This section contains excerpts from the University of Michigan Residency Classification Guidelines published by the U-M Office of the Registrar's Residency Office. For complete information, including all updates, necessary documentation, guidelines, eligibility criteria, and forms, please see their web site at <http://ro.umich.edu/resreg.php>

The University of Michigan enrolls students from 50 states and more than 120 countries. Residency Classification Guidelines have been developed to ensure that decisions about whether a student pays in-state or out-of-state tuition are fair and equitable and that applicants for admission or enrolled students who believe they are Michigan residents understand they may be required to complete an Application for Resident Classification and provide additional information to document their residency status.

Filing a Residency Application

Residency applications and in-person assistance are available at the Residency Classification Office, University of Michigan Office of the Registrar, 1210 LSA Building, 500 S. State St., Ann Arbor, MI 48109-1382, phone (734) 764-1400. Business hours are 8 a.m.-5 p.m. weekdays. Applications can also be downloaded at <http://www.ro.umich.edu/residency-application.pdf>. Completed applications should be submitted to the Residency Classification Office.

Filing Deadlines

September 30 for Fall Term

January 31 for Winter Term

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

Applications must be received in the Residency Classification Office by 5 p.m. on the deadline date. The deadline date is always after the first day of classes of the term in which you are enrolling and seeking residency. If the deadline falls on a weekend, it will be extended to the next business day. These deadlines apply to all University of Michigan schools, colleges, and campuses. For the On-Job/On-Campus program only, filing deadlines are 30 calendar days after the first scheduled day of classes of the term applied for. You may apply for resident classification for any term in which you are enrolled or intend to enroll. Late applications will be assessed a nonrefundable \$300 late fee and will be accepted up to the last published day of classes of the term for which you are applying. Late applications received after the last day of classes will be processed for the following term. In all cases, decisions will be based only on those facts that are in place by the original filing deadline for the term under consideration.

Again, please refer to the Residency Office web site at <http://ro.umich.edu/resreg.php> for all questions concerning residency status.

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.

INDEX

400-level Courses	14	Honor Policy.....	7
800-level and 900-level Courses	15	Incomplete, No Report, or Blank Grades	27
Academic Counseling.....	19	International Exchange.....	14
Academic Counseling and Course Registration.....	19	MAcc Program	16
Academic Honors	28	MAcc Program Requirements	
Academic Review Status and Probation	25	Additional	17
Additional Full-Time and Evening MBA Degree		Course of Study	17
Requirement Info	12	Research Projects	17
Auditing Courses.....	24	Undergraduate Prerequisites.....	16
Beta Gamma Sigma	28	Maintenance of Active Degree Candidacy and	
Business Law/Ethics Requirement.....	12	Readmission	23
Class Attendance.....	23	MBA Program Requirements	
Communications Requirement.....	13	Full-Time MBA Core	9, 10
Community Membership.....	30	Message from the President.....	2
Course Registration		MSCM Program	18
Modifying Class Selections	20	MSCM Program Requirements	
Withdrawal.....	22	Additional	19
Course Waiver Info		Course of Study	18
Full-Time and Evening MBA.....	11	Research Projects	19
Courses Outside the Business School	13	Undergraduate Prerequisites.....	18
Credit Hours Guidelines.....	22	Office of Student Conflict Resolution: Statement of	
Degree Progress Regulations	22	Student Rights and Responsibilities	30
Elections by Students Enrolled in Other Units.....	24	Pass/Fail Grading	23
Equal Opportunity/Affirmative Action	32	Philosophy of the Masters Programs	6
Evening MBA Core Requirements	10	Registration	20
Foreign Language Study	14	Research Projects	14
Global and Executive MBA	19	Residency Regulations.....	31
Grade Modification Policy	27	Retaking Courses.....	24
Grade Policies and Academic Honors	26	Services for Students with Disabilities	30
Grades and Transcripts.....	25	Student Records	8
Grades for course work via a Business School		Taking Courses after Completion of Degree	
Exchange Program.....	26	Requirements	25
Grades for Coursework taken in other University Units		Time Limit for Completing Degree Requirements.....	23
.....	26	Transfer from Evening MBA into Full-Time MBA	
Grading Policy	26	Program.....	25
Graduation	29	Weekend MBA Program	15
Graduation "With Distinction" or "With High			
Distinction	28		