FISHER COLLEGE

STUDENT HANDBOOK AND CATALOG

ACADEMIC YEAR 2019-2020

MBA

Master of Business Administration

fisher.edu/mba

MESSAGE FROM THE ASSISTANT DEAN AND PROGRAM DIRECTOR

It is my pleasure to welcome you to the School of Graduate Studies at Fisher College. Our MBA is taught in case-based instruction over four terms per year. The program is very beneficial for working professionals who want to put to work what they learn. With a strategic leadership focus to our MBA program, it is suitable regardless of your current field of work and you can complete your MBA in as little as two years.

The faculty are leaders in their field. Many of the faculty are published in scholarly peer reviewed journals and have done scholarly presentations. All of our faculty hold a doctorate as well as an MBA proving our commitment to academic excellence.

Fisher College and the School of Graduate Studies faculty and staff are committed to making your business education engaging, affordable, flexible, and real-world. Please let us know if you have any questions and we welcome your feedback in helping us make this a very rewarding experience.

Sincerely,



Neil Trotta, Ed.D.
Assistant Dean, School of Graduate Studies
MBA Program Director

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GENERAL INFORMATION

Mission

Fisher College improves lives by providing students with the knowledge and skills necessary for a lifetime of intellectual and professional pursuits. Motto Ubique Fidelis: "Everywhere Faithful"

Historical Background

For more than a century, Fisher College has met its founders' call to move lives forward through education. Firmly established in the great collegiate center of Boston, Massachusetts, Fisher College provides opportunities for students of all ages and experiences. The hallmark General Information 3 of the Fisher story is its embrace of change. The College is keenly aware of developments in instruction and technology as well as the evolving role of higher education institutions. Fisher has continually responded by delivering pragmatic and focused programs. Reinforced by a unique student-centered philosophy, Fisher endures, and serves this and future generations.

College-Wide Learning Outcomes

Because of its commitment to academic excellence, the College requires that its graduates have demonstrated competencies in written and oral communication; computational skills; critical thinking and research skills; technological literacy; civic responsibility; and racial, ethnic, and cross-cultural understanding. Toward this end, each student is provided the opportunity to demonstrate the following competencies, abilities, and interests:

- Effective communication skills, including the abilities to speak and write cogently, and to conduct research demonstrating information literacy.
- The ability to understand and apply basic analytic-mathematical operations and to make logical inferences from quantitative data.
- Critical-thinking skills to organize and process information and to formulate effectively reasoned conclusions.
- Self-awareness and confidence, and the recognition of one's role and responsibility in an individual, social, civic, and moral context.
- An understanding of the multicultural values within a diverse American and global society sufficient to enable the student to interact collaboratively with others of a different culture.
- Learning skills necessary for lifelong personal and professional development.

Accreditation Status

Fisher College is accredited by the New England Commission of Higher Education (NECHE). In the Graduate and Professional Studies, the Health Information Technology program and the Health Information Management program are both accredited by the Commission on Accreditation for Health Informatics and Information Management Education (CAHIIM). The College's Business and Management programs are accredited with the International Accreditation Council for Business Education (IACBE).

Nonprofit Status

Founded in 1903, Fisher College is a nonprofit educational institution approved by The Department of Higher Education of the Commonwealth of Massachusetts.

Graduate and Professional Studies Admissions Information

Local Phone Number: 508-699-6200
Toll Free Number: 866-309-6539
For Graduate Programs: graduate@fisher.edu

GRADUATE AND COLLEGE POLICIES

Admissions Requirements

Candidates will complete and submit the MBA Admissions Application and supply the following documents to support their candidacy**.**

- **GMAT (optional).**
- Official college transcripts from regionally accredited, undergraduate and graduate institutions attended. A cumulative GPA of 2.7 or higher is required for undergraduate degree programs. Successful completion of a graduate degree program is sufficient.
- **Resume:** must be up-to-date and include educational and professional information. If any information changes after you have applied, please send the graduate admissions office an updated resume.
- Applicants are required to submit two current (not more than 1 year old) letters of recommendation supporting their admission. Letters of recommendations should be from individuals with whom they have worked closely in a professional or academic setting.
- **Essay:** the following personal statement is required of all applicants. In approximately 500 words, describe and articulate how obtaining this degree will help further your career and how your career and experiences to date have prepared you for this degree or career path.

International Applicants

In addition to the general admissions requirements, international applicants must also meet the following minimum qualifications to be considered for unconditional admission to the program.

- Testing Requirements*
  - TOEFL internet-based test score: 80
  - TOEFL computer-based test score: 210
  - TOEFL paper-based test score: 550
  - IELTS band score: 6.5
- Official English translations of all required academic documents

A notarized, current bank statement verifying that the student has a minimum of $51,000 U.S. dollars in a cash account available for his or her use. If the bank account is not in the student's name, then a notarized letter of support should accompany the notarized bank statement from the holder of the account. Most consulates around the world require the student is able to pay for his or her entire program of study.

**Required from candidates whose native language is not English and who have not earned a bachelor's or master's degree from a U.S., U.K., Canadian, Australian, or New Zealand college or university.*

Provisional Acceptance

- Students who do not meet the requirements for admissions may be provisionally admitted to the program. Students admitted provisionally may take no more than six graduate credit hours towards the MBA degree. After successful completion with a grade of B- or better, provisionally admitted students will be granted admission.
- Students who do not possess the foundation course work requirements for admission may be provisionally admitted to the program. Students admitted provisionally may take no more than six graduate credits toward the MBA degree. Foundation coursework must be completed before or at the completion of six graduate credits. Upon completion of required foundation coursework, with a grade of B- or higher, the provisionally admitted student will be granted admission.
- Foundation course work includes three credits of Economics and six credits of Accounting.

Transfer Credit Policy

- Students may apply not more than nine graduate credits, with a grade of B- or higher, transferred from another accredited graduate program.

Prerequisites and Waivers

- Applicants must have earned academic credit in the following Foundation course subject areas prior to matriculating; three credits of economics, and six credits of accounting. A grade of B- or higher must be earned in each category.
- Waivers of up to four core courses will be approved based on applicable prerequisite coursework at the undergraduate or graduate level from an accredited institution with a grade of B- or higher, taken within the last five years. Students with additional coursework, outside of this list, may petition the Program Director to determine waiver eligibility.
- Courses that are eligible for waiver and associated criteria are identified below:

Management, Teamwork, and Empowerment Minimum of 6 credits in: • Management • Principles of Management (or similar) • Organizational Behavior	**Financial Reporting and Statement Analysis** Minimum of 12 credits in accounting • 3 credits in managerial accounting • 3 credits in financial accounting • 6 credits in intermediate accounting
Strategic Cost and Profitability Analysis Minimum of 6 credits in accounting and 3 credits in finance	**Marketing Management and Ecommerce** Minimum of 6 credits in marketing

Graduate Degree Requirements

- Earn the number of credit hours and course requirements for the degree program.
- Earn at least 46% of the required coursework at Fisher College This allows for the transfer acceptance or waiver of no more than twenty-one credits (7 classes).
- Achieve a minimum cumulative GPA of 3.0.
- Meet all program requirements.

Part-time MBA Program Requirements

- 10 core courses
- The focus requirement of 3 three-credit courses.
- The capstone requirement of 1 three-credit
- Total of 14 courses and 41 credits.

Full-Time MBA Program Requirements

- 11 core courses
- The focus requirement of 3 three-credit courses.
- The capstone requirement of 1 three-credit course
- Total of 15 courses and 42 credits.

Grading System

GRADE	NUMERICAL VALUE	GRADE POINTS
A	93–100	4.0
A-	90–92	3.7
B+	87–89	3.3
B	83–86	3.0
B-	80–82	2.7
C+	76–79	2.3
C	70–75	2.0
F	0–69	0.0

**A grade of C or higher is considered passing.*

Time Limit for Degree Conferral

A master's degree must be completed within five (5) years from the student's first registration date in that master's degree program. Requests for extensions of time limits must be petitioned by contacting the Assistant Dean, School of Graduate Studies.

Degree Conferral

Degrees are conferred after the completion of all academic program requirements. There are three conferral dates per year, August, December and July.

Participation in Commencement

Fisher College holds one graduate commencement ceremony in June. Part-time students in the MBA program with three (3) or fewer classes remaining (including the classes they are in at the time of commencement) are eligible to walk at commencement if they are registered for their final classes. Full-time students in the MBA program who are in their final classes at the time of commencement are eligible to walk at commencement. A full-time student with any classes remaining after the April-June term cannot walk at commencement.

Incomplete Grades

Rarely, for extenuating circumstances, during the last two weeks of a term, a student may petition for an incomplete (INC) if they cannot complete all coursework on time. In such cases, the student can request from the Assistant Dean, School of Graduate Studies that an incomplete be granted. If the request is approved, the student, the faculty member, and the Registrar will be notified of the decision in writing.

It is the student's responsibility to make arrangements with the faculty member to complete all course work and to submit it to him or her within 30 days of the end of the term in which it was granted. At the end of the 30-day period, if the course work has been submitted, the instructor will submit a Grade Change report with the received grade. If not, the Incomplete is converted to an 'F' grade and recorded on the student's transcript.

Attendance Policy

Students are expected to attend all face-to-face classes and be active in online or blended components of their courses. Each faculty member will designate their specific attendance policy.

Immunization and Health Insurance

Any graduate student enrolled in 9 or more credits will receive a charge for Health Insurance (per MA law), which they can waive with appropriate health insurance coverage.

Repeating a Course

- Any student who fails a required course must repeat and pass the course before a degree can be awarded.
- Courses in which a grade of F has been earned may be repeated one time only.
- The repeated course must be identical to the original and must be taken at Fisher College.
- Both the original and repeated grades will appear on the transcript. The repeated grade, whether higher or lower, is used to determine the cumulative grade-point average.

Course Withdrawal

- Students may withdraw from a 12-week term no later than two weeks prior to the end of the term. Students are expected to submit documentation to support their request to withdraw to the Assistant Dean, School of Graduate Studies.
- The last day to withdraw for each term will be published each year in the academic calendar.
- Students who withdraw from a required course are expected to repeat the course.

Leave of Absence Policy

Graduate students may have a medical, psychological, or personal situation that impacts their ability to successfully complete their studies. In these situations, students may apply for a leave of absence. A leave of absence will result in withdrawal from the current term's classes, but not withdrawal from the College. A leave of absence is granted for no less than one term and no more than one year. When ready to return, students must file the return request form and provide appropriate documentation to establish an ability to return to the College. The College LOA procedures are documented on the website.

Voluntary Withdrawal from the College

Students wishing to withdraw from the College must submit a written notice of withdrawal to the dean of the School of Graduate Studies. The withdrawal date is the last date the student attends class.

Administrative Withdrawal from the College

Students who discontinue attending classes for two weeks will be subject to administrative withdrawal from the college.

Re-Enrollment Following Voluntary Withdrawal from the College

In general, students may re-enroll after a voluntary withdrawal as long as they are in good academic and financial standing with the College. Students are subject to the College policies and program requirements in effect at the time of their re-enrollment. The College reserves the right to deny re-enrollment at its discretion.

Satisfactory Academic Progress

Satisfactory Academic Progress (SAP) is the term used to determine if a student is making acceptable progress toward a degree. A review of a student's progress is conducted four times a year after each academic term. A student's failure to meet SAP standards may result in academic dismissal.

30 Credit Programs:

- Students achieving a term GPA of 2.7 or lower during any academic term will be placed on academic probation.
- Students with a cumulative GPA between 2.1 and 2.7 will be placed on academic probation.
- Students with a cumulative GPA of 2.0 of lower will be academically dismissed.
- Students who do not achieve the graduation GPA of 3.0 or higher after the completion of 15 credits will be academically dismissed.
- Students who fail a course have the opportunity to re-take that course one time. Subsequent failure of that course or failure of a second course will result in academic dismissal.

41/42 Credit Programs:

- Students achieving a **term** GPA of 2.7 or lower during any academic term will be placed on academic probation.
- Students with a cumulative GPA between 2.1 and 2.7 will be placed on academic probation.
- Students with a cumulative GPA of 2.0 of lower will be academically dismissed.
- Students who do not achieve the graduation GPA of 3.0 or higher after the completion of 20 credits will be academically dismissed.

- Students who fail a course have the opportunity to re-take that course one time. Subsequent failure of that course or failure of a second course will result in academic dismissal.

60 Credit Programs:

- Students achieving a term GPA of 2.7 or lower during any academic term will be placed on academic probation.
- Students with a cumulative GPA between 2.1 and 2.7 will be placed on academic probation.
- Students with a cumulative GPA of 2.0 of lower will be academically dismissed.
- Students who do not achieve the graduation GPA of 3.0 or higher after the completion of 30 credits will be academically dismissed.
- Students who fail a course have the opportunity to re-take that course one time. Subsequent failure of that course or failure of a second course will result in academic dismissal.

Re-Enrollment Following Academic Dismissal

Under certain circumstances, a student who has been academically dismissed may petition for re-enrollment to the Assistant Dean, School of Graduate Studies. Students petitioning for re-enrollment into a graduate program must present evidence of ability and willingness to meet the College's standards of academic performance. All requests for re-admission will be given careful consideration. Re- admitted students may not be eligible for financial aid. Students re-enrolled are subject to the College policies and program requirements in effect at the time of their re-enrollment. The College reserves the right to deny re-enrollment at its discretion.

Advisory Regarding Internet Sites and Other Blogs

Fisher College does not as a matter of policy routinely monitor Internet sites (e.g., Facebook, Twitter, Instagram, blogs, etc.). However, if a student uses such sites and blogs to express sentiments or activities that are unlawful and/or violate the policies of the College, and such practice is brought to an administrator's attention, then the College will review the sites and the material posted therein. After reviewing the material, the administrator will then address that practice with the student. For a student, the incident will be addressed by the student conduct process. Please be advised that posting personal and/or questionable material on sites and blogs might jeopardize personal safety and/or future career prospects.

Financial Aid

Fisher College provides financial aid to eligible students, as determined through the Free Application for Federal Student Aid (FAFSA), which must be filed each year. To be eligible, a student must meet all of the required criteria and have demonstrated financial need.

Financial Aid Sources

For a full listing of available financial aid, please visit www.fisher.edu/financial-aid.

Policies and Procedures

For a listing of financial aid policies and procedures, please visit www.fisher.edu/admissions/financial-aid/policies-procedures.

Enrollment Status and Financial Aid Eligibility

To be considered full-time, a student must be enrolled in 12 or more credits. Financial Aid eligibility will be determined based on the division in which the student is seeking a degree. Students who choose to cross-enroll in each of the Colleges' divisions will not have a combined enrollment threshold reported to the National Student Loan Data System (NSLDS).

Financial Aid Disclosures

In accordance with federal regulations set forth by The Higher Education Act of 1965, certain student consumer information must be made available to all students at Fisher College. The Fisher College Bi-annual Right to Know Information Notification is distributed to enrolled students and employees after the 1st week of classes during both the Fall and Winter semesters (September and January terms). For a listing of financial aid disclosures and consumer information, please visit www.fisher.edu/disclosureconsumerinformation.

Financial Information

For the most up-to-date information regarding required fees and associated fees, please visit www.fisher.edu/bursar. All financial obligations must be met prior to registration for classes. Payment may be made by cash, check, money order, wire transfer, or credit card (MasterCard, American Express, Visa, or Discover). Tuition charges are payable in advance for the entire term, and may be made online through the Fisher College web page, https://www.fisher.edu/student-life/bursar/make-a-payment, unless alternative arrangements are made. The Board of Trustees reserves the right to adjust charges in accordance with changing costs of operation.

The student is responsible for a full term of education's charges. The only exception will be if a monthly payment plan was set up online with our outside agency prior to the beginning of each term. A student whose payments have not been made may not be allowed to attend classes, to use any College services, to take examinations, to participate in graduation, to have transcripts sent, or to receive grades or a degree. If the College refers a delinquent account to a collection agency, these costs, plus all expenses associated with the collection effort, will be due and payable. Please refer to the Fisher College website for details.

SCHEDULE OF CHARGES

Full-Time MBA Program

Tuition Per Credit Hour*	$616
Comprehensive Fee Per Class	$100
Health Insurance (annual)**	$3,625
Total (estimate)	$30,972
Optional Fees	
Room and Board	$16,244
Housing Deposit	$500
Dorm Activity Fee	$50

**42 credits in program, up to 4 courses (12 credits) can be waived depending upon undergraduate courses*
***Mandatory unless waived out of plan*

Part-Time MBA Program

Tuition Per Credit Hour*	$616
Total Estimate Program Tuition	$25,872

**41 credits in program, up to 4 courses (12 credits) can be waived depending upon undergraduate courses*

Refund Schedule

Students who terminate enrollment, including voluntary withdrawal, illness, suspension, or dismissal, may be eligible for a refund. Students with financial aid awards, however, may owe a balance repayment of federal and state grants and loans (see Financial Aid Refund Policy hereafter). If a student is entitled to a refund, refunds will be determined based on the refund schedule below. Financial Aid may be applied to all or part of the charges depending upon the date of withdrawal during the semester.

Graduate Studies Refund Schedule

Prior to Add/Drop	100%
After Add/Drop	0%
Class Cancelled	100%

Graduate Housing

Prior to Add/Drop	100%
After Add/Drop	0%

**The withdrawal date is the date the written notice is received by the Office of the Registrar. Refunds will be processed via Refund Request Forms or in the appropriate Refund section on the website. The student must submit his or her notice of withdrawal in writing to the Office of the Registrar.*

Student Accounts Placed with a Collections Agency

It is the policy of the College to work with the student to resolve an outstanding balance on a student account. If a student account remains delinquent, the Bursar's Office may place the student account with a third-party collections agency. The outstanding balance of the student account and all costs and fees associated with the collections effort will be due and payable by the student. Students placed with a third-party collections agency may not be allowed to enroll in College courses, attend classes, take examinations, receive grades or transcripts, attend graduation exercises, live in campus housing, or participate in College activities or sports.

Veterans/Military Educational Resources

Fisher College has been consistently recognized as a military-friendly institution, and G.I. Jobs named Fisher College as a Top Military-Friendly School since 2011. Students are given access to the right tools and resources, like live sessions and tutoring via webcam, to keep them connected and ensure their success.

Fisher College is a member of Service members Opportunity Colleges (SOC). Military and professional training as well as prior college course work, CLEP, DANTES, and DSST exams can qualify for college credits.

To learn more regarding veteran affairs at Fisher College including the topics listed below, please visit https://www.fisher.edu/admissions/gps/military.

- General information
- Veterans education
- Certification of enrollment
- Student responsibilities
- Student academic progress (SAP)
- Benefits
- Commendations and complaints.

Post 9/11 GI Bill® Information

The Department of Veteran Affairs is now accepting and processing applications for the Post-9/11 GI Bill®, which went into effect August 1, 2009. This new GI Bill® is for individuals with at least 90 days of aggregate service on or after Sept. 10, 2001, or individuals discharged with a service-connected disability after 30 days. Individuals must have received an honorable discharge to be eligible.

The program benefits may include:

- Tuition and fees paid directly to the school, not to exceed the maximum in-state tuition and fees at a public institution of higher learning;
- A monthly housing allowance;
- An annual books and supplies stipend of $1,000, paid proportionately based on enrollment, and;
- Other benefits such as college fund ("kicker") payments, a rural benefit payment, and/or a Yellow Ribbon benefit.

To be 100% eligible for the benefit, you must have served an aggregate of 36 months of active duty service, or have been discharged for a service-connected disability after 30 days of continuous service. (Active duty service time required by graduates of a Service Academy or ROTC does not count toward the 36 months needed for full time benefits).

GI Bill® is a registered trademark of the U.S. Department of Veterans Affairs (VA). More information about education benefits offered by VA is available at the official U.S. government Web site at https://www.benefits.va.gov/gibill.

Servicemembers Opportunity Colleges (SOC)

Fisher College has been designated as an institutional member of Servicemembers Opportunity Colleges (SOC), a group of more than 1800 colleges and universities providing voluntary postsecondary education to members of the military throughout the world. As an SOC member, Fisher College recognizes the unique nature of the military lifestyle and is committed to easing the transfer of relevant course credits, while crediting learning from appropriate military training and experiences. SOC has been developed jointly by educational representatives of each of the armed services, the Office of the Secretary of Defense, and a consortium of 12 leading national higher education associations.

Veterans Educational Assistance Program (VEAP)
Veterans and active duty military who qualify for Educational Assistance for Veterans (new GI Bill®), Chapters 106 and 30, or for the Educational Rehabilitation Program, Chapter 31, or for the VEAP Program, Chapter 32, may obtain information from the Office of the Registrar or the Office of Financial Aid.

Reserve Officers' Training Corps (ROTC)
While at Fisher College, students wishing to participate in the U.S. Army ROTC may join students from at least six other colleges participating through Boston University. The program is open to full-time students enrolled at the College. The Military Science courses are required of those students enrolled in the ROTC program. Students interested in taking Army ROTC classes should contact the Office of the Registrar. For information about ROTC scholarships, contact the Recruiting Officer in the Department of Military Science at Boston University at 617-353-4025 or 617-353-4026 or by visiting 128 Bay State Road. For information regarding ROTC at Fisher College, please contact the Office of Admissions at 617-236-8818.

Benefits
In accordance with Sec. 103 of The Veterans Benefits and Transition Act of 2018:

Fisher College permits any *covered individual** to attend or participate in the course of education during the period beginning on the date on which the individual provides to the educational institution a certificate of eligibility for entitlement to educational assistance under chapter 31 or 33 (a "certificate of eligibility" can also include a "Statement of Benefits" obtained from the Department of Veterans Affairs' (VA) website – eBenefits, or a VAF 28-1905 form for chapter 31 authorization purposes) and ending on the earlier of the following dates:

1. The date on which payment from VA is made to the institution.

2. 90 days after the date the institution certified tuition and fees following the receipt of the certificate of eligibility. Fisher College **does not** penalize Chapter 31 or 33 students if/when the VA is late making payments. Fisher College **does not** have any policies in place that would do any of the following while waiting for VA payments:

    - Prevent enrolling
    - Assessing a late penalty fee
    - Requiring alternative or additional sources of funding
    - Denies access to school resources

In order to prevent outstanding student accounts, Chapter 31 or 33 students must:

- Submit a COE or Statement of Benefits by the first day of classes
- Submit a written request to be certified
- Provide any additional information needed for certification

For questions or concerns regarding your Veterans Benefits, please contact the Fisher College VA School Certifying Official (SCO), Josie Smith, at jsmith20@fisher.edu or 617-670-4449.

A **covered individual is any individual who is entitled to educational assistance under chapter 31, Vocational Rehabilitation and Employment, or chapter 33, Post-9/11 GI Bill® benefits.*

GI Bill® is a registered trademark of the U.S. Department of Veterans Affairs (VA). More information about education benefits offered by VA is available at the official U.S. government Web site at https://www.benefits.va.gov/gibill.

Family Educational Rights and Privacy

Fisher College complies with the Family Educational Rights and Privacy Act (FERPA) regarding the access and release of student records and information. FERPA affords students certain rights with respect to their education records:

A) The right to inspect and review the student's education records within 45 days of the day the College receives a request for access. Students should submit to the Registrar, Vice President for Academic Affairs, Site Coordinator, or other appropriate official written requests that identify the record(s) they wish to inspect. The College official will make arrangements for access and notify the student of the time and place where the records may be inspected.

   If the records are not maintained by the College official to whom the request was submitted, that official shall advise the student of the correct official to whom the request should be addressed. The right to request the amendment of the student's education records that the student believes are inaccurate or misleading. Students may ask the College to amend a record that they believe is inaccurate or misleading. They should write the College official responsible for the record, clearly identify the part of the record they want changed, and specify why it is inaccurate or misleading.

   If the College decides not to amend the record as requested by the student, the College will notify the student of the decision and advise the student of his or her right to a hearing regarding the request for amendment. Additional information regarding the hearing procedures will be provided to the student when notified of the right to a hearing.

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

C) The right to file a complaint with the U.S. Department of Education concerning alleged failures by Fisher College to comply with the requirements of FERPA.

Office Address:
Family Policy Compliance Office
U.S. Department of Education
600 Independence Avenue, SW
Washington, DC 20202-4605

D) For the purpose of this Act, Fisher College defines all students as independent. A parent may be awarded the same rights as the student with regard to educational records and other confidential information only if the student signs a written consent to this effect, or if the parent supplies proof of dependency, as defined in section 152 of the Internal Revenue Code of 1954, which requires receipt of a certified copy of the parent's most recent federal income tax form.

The College does not release confidential information to outside parties without the student's written authorization except as required or permitted by law. Students must provide the College with a signed letter before any confidential information will be released.

The following information should be included in the request:

- Name
- Address
- Date of birth
- Student ID or SSN
- Attendance dates
- Academic major
- Address to which information should be sent
- Signature

The following items, however, are considered "directory information" and may be released at the discretion of the College upon request:

- Name
- Address
- Telephone number
- E-mail address
- Dates of enrollment
- Academic major
- Full- or part-time status
- Year of study
- Date of graduation or withdrawal
- Degrees, certificates, or awards earned
- Participation in officially recognized sports or activities
- Most recent educational institution attended by the student
- Weight and height of members of the athletic teams

Under the provisions of FERPA, currently enrolled students have the right to withhold disclosure of directory information, except as authorized by law. To withhold disclosure, students should submit written notification to the College within 30 days of the student's initial semester or term at Fisher, and thereafter by September 30 of each subsequent academic year. Forms for this purpose are available in the Office of the Registrar or the College website. A new form for non-disclosure must be completed each academic year. Fisher College assumes that failure by any student to request the withholding of directory information indicates approval for disclosure.

Fire Safety (Boston Campus)

Fisher College properties are equipped with a modern, sophisticated fire and smoke alarm system. Fire drills are held regularly in the Residence Halls and classrooms to ensure the safety of students in case of emergency. All students must evacuate the premises each time the alarm sounds. Any student who does not is subject to a fine and/ or dismissal from the College. Students are disciplined immediately if they activate an alarm or use the fire extinguisher unnecessarily. Anyone found to have intentionally set off a false alarm will be fined $500 (the cost of resetting the alarm), and may be suspended and/ or dismissed from the College. This act might also lead to criminal prosecution. (See the Student Code of Conduct for details.)

Student Code of Conduct

All students are responsible for reviewing and adhering to the Fisher College Code of Conduct which can be found on the College website https://www.fisher.edu/about/institutional-information.

College Property

Fisher College takes pride in the fine buildings and equipment provided for its students at all locations and asks student cooperation in keeping the classrooms and equipment in excellent condition. Please report any noticed waste, damage, destruction, or theft to College personnel. Additionally, anyone responsible for damage may be subject to disciplinary action and restitution.

Alcohol and Drug Policy

Attending class or a college event under the influence of alcohol or drugs is forbidden. Massachusetts state law prohibits the possession and consumption of alcoholic beverages by anyone under 21 years of age. At Fisher College, no students regardless of age may possess, consume, or transport alcohol onto the Fisher College campus. Students, as adults, are expected to obey the law and take personal responsibility for their conduct. Any student who uses alcohol will be held accountable for his or her behavior, including such acts as disorderly conduct, public disturbance, exposure of himself or herself or others to personal injury, and damage to property. Under Massachusetts and federal laws, possession of dangerous drugs and narcotics, including marijuana, is regarded as a misdemeanor or felony. If a student has a problem with alcohol or drugs, the College will try to help, but will not interfere with the legal prosecution of any member of the community who is apprehended for possessing or using drugs.

Each student must be aware of his/her responsibility for upholding these laws. Infractions should be reported to the College administration. The College takes drug/alcohol abuse very seriously; therefore, any infraction makes a student liable to immediate dismissal from Fisher College. The College reserves the right to examine any student's residence hall room, locker, or belongings if it has a reasonable belief that illegal or illicit activity is taking place. The College also reserves the right to immediately dismiss a student from housing or from the College if he or she is found in violation of the Alcohol and Drug Policy.

Smoking & Tobacco

Fisher College has established a no-smoking policy throughout the college. No smoking is allowed in the common areas, which include: corridors, classrooms, auditoriums, or residence halls. There is a smoking area located behind building 116 Beacon Street. This policy results from the College's compliance with the Massachusetts Clear Air Act. If a student is smoking on the Beacon Street side, the student will be required to move to the designated smoking area. Chewing tobacco is also not to be consumed in any College building. Failure to abide by the Smoking & Tobacco Policy will result in disciplinary action. The College also offers educational programs regarding the hazards of smoking and tobacco use. Students seeking to learn more about these hazards or interested in quitting smoking or tobacco use may contact the Health Services Office and/or Counseling Services.

Policy on Undergraduates Enrolling in Graduate Courses

Boston Campus Undergraduate students in their senior year (90 credits earned) of study, who meet the general admissions standards for the Graduate school and the required prerequisites, are permitted to enroll in a maximum of two graduate courses providing those courses can be used as a program requirement or free elective in the undergraduate program. Students seeking to cross-enroll must currently be enrolled in a minimum of 9 undergraduate credits or more. Enrollment for such courses must be signed off by the student's undergraduate Advisor, Graduate Program Director and meet final approval of the Registrar's Office. Approved Courses will double count toward the Graduate program as well as the Undergraduate program.

Fisher College Policy on Credit Hours

Fisher College adheres to the United States Department of Education definition of the credit hour. As such, each credit hour reasonably approximates one and ¼ hour of class time or faculty instruction and two and ½ hours out-of-class student work each week, for approximately 12 weeks. Students are informed via their syllabus of the classroom and out- of-class requirements for each class.

Credit Hour Chart for 12-Week Semester

Graduate 12 week – 1 credit course					
	Classroom Instruction	**Online Instruction**	**Homework/Out-of-Class**	**Total Per Week**	**Total Per Term**
Classroom	1.25	0	2.5	3.75	45
Blended*	1	.25	2.5	3.75	45
Online**	0	1.25	2.5	3.75	45
Graduate 12 week – 2 credit course					
	Classroom Instruction	**Online Instruction**	**Homework/Out-of-Class**	**Total Per Week**	**Total Per Term**
Classroom	2.5	0	5	7.5	90
Blended*	1.5	1	5	7.5	90
Online**	0	2.5	5	7.5	90

Graduate 12 week – 3 credit course					
	Classroom Instruction	**Online Instruction**	**Homework/Out-of-Class**	**Total Per Week**	**Total Per Term**
Classroom	3.75	0	7.5	11.25	135
Blended*	2	1.75	7.5	11.25	135
Online**	0	3.75	7.5	11.25	135

PROGRAM INFORMATION

General Degree

The Master of Business Administration degree at Fisher College will focus on Strategic Leadership. The MBA program has been designed to prepare students for increased responsibility through the development, practice, and application of knowledge and skills used by highly successful business professionals today. Knowledge is not enough. Professional skill sets are required that will give the student the ability for success in positions with higher levels of responsibility. Therefore, the vision for the program's course design and development is based on practical professional applications of knowledge based on business cases. The program will utilize small student teams for social and experiential learning activities that are focused on the practice of applicable skills for solving current problems in realistic learning environments.

MBA Sport Administration Focus

Fisher College's MBA in Strategic Leadership with a focus in Sport Administration leverages the foundational business administration knowledge and professional skills students have gained in their courses to examine current trends and opportunities for success in the sport industry. Students who pursue the MBA in Sport Administration gain specialized knowledge of the strategies and tools utilized by sport professionals to effectively sell, manage venues, and build brands in the sport industry.

MBA Accounting Focus

Fisher College's MBA in Strategic Leadership with a focus in Accounting, provides students with the knowledge necessary to succeed in financial management positions in industry, public accounting and not-for-profit organizations. Upon the successful completion of the program, students that earned at least 21 credit hours in accounting at the undergraduate level, plus a combined total of 24 credit hours at either the graduate or undergraduate level in business related courses, will fulfill the education requirement for licensure as a Certified Public Accountant in Massachusetts. The program's courses will provide key insight to areas tested in the Unified Certified Public Accountant exam.

COURSES

MBA5000 – Executive Level Presentation and Communication
Students will focus on the practical application of small group and organizational communication. Through the practice of written and communication assignments, students will develop the skills necessary to communicate effectively with both supervisors and subordinates. Targeting a variety of internal and external publics, students will develop the rhetorical skills needed to express ideas cogently and with conviction. The learning experience will also draw on communication and persuasion scholarship to show students how natural ability can be enhanced through the study and application of communication theory and best practices.

MBA5010 – Orientation to MBA Studies
This course will help to prepare students for the rigors of graduate level studies. Student will gain proficiency in academic learning management system utilization, including online video conferencing. Students will also become proficient in the use of American Psychological Association (APA) writing style, referencing and citation methods required for graduate level research and writing. Finally, the principles of case-based learning, including research, analysis, collaboration and presentation of business cases will be covered.

MBA5020 – Management, Teamwork, and Empowerment Foundation
Students will explore contemporary topics concerning the opportunities and challenges of leading and managing diverse organizations. This course identifies management history and theories as well as current issues in management within work environments. Managerial functions, roles and responsibilities will be reviewed. Current issues in management will be evaluated and students will evaluate different strategies to address these issues. This course also provides students with opportunities to evaluate methods used by effective leaders for motivating, teambuilding, coaching, and empowering a workforce. Negotiation and conflict management will be explored along with specific strategies to address management in a diverse workforce. Students will conduct individual research and group projects on selected topics in management. Students will complete a self-assessment at the end of the course to evaluate the strategies and skills they developed and to identify skills that require further development.

MBA5050 – Leading Organizational Change
Students will analyze traits and characteristics of effective leadership. They will compare the need for leadership with the requirements for management and the associated organizational behavioral patterns, attitudes, and perceptions of historical leadership figures. The course also focuses on the planning and control of organizational and behavioral changes in a dynamic business environment. Skill development will include the choice and application of appropriate change techniques traditionally used to evaluate and implement various organizational change processes. The course will also analyze typical conflict situations that are normally associated with organizational change. Leadership scenarios in a variety of industry situations will be analyzed and possible courses of action evaluated. Students will develop a greater understanding of the complex and dynamic nature of organizational change. Case studies, students' past experiences, instruments, and other learning activities provide opportunities for students to assess and develop their leadership talents.

MBA5100 – Decision-Making Analysis Methods for Managers
Students will develop skills for evaluating and organizing data using applicable software applications. This course focuses on methods of developing information from internal and external data through the use of statistical analysis. Multiple scenarios of decisions typically required by management will be utilized. Students will then develop courses of action based on their analysis of these scenarios. Students will present multiple types of quantitative data analysis reports, which will include recommended courses of action, to fellow students for peer review. Students will practice critical thinking by providing feedback on presented reports. Case studies, students' past experiences and other introspective learning activities provide opportunities for students to assess and develop their communications skills and understand best practices.

MBA5150 – Value-Based Operations and Logistics Management Practice
Students will develop skills required of mid-level managers for the practical application of operations and logistics concepts. Students will analyze and evaluate, and apply methods and techniques used in planning and management of coordination between suppliers, manufacturers, distributors, and retailers to ensure that products and services are available to the final consumer in a timely and cost-effective fashion.

Students will develop an understanding of the management of the physical flows of products, which includes such activities as transportation management, warehousing, materials handling, inventory management, and order fulfillment. Integrated learning objectives will include knowledge, skills and abilities development for the creation, and management of quality improvement within a firm's processes and systems for the creation and delivery of products and services. This includes operational views of supply chain, product development, and capacity analysis, highlighting the competitive advantages that operations and logistics can provide a small business. Students will develop a business operations model that can be implemented or used within a business plan.

MBA5200 – Financial Reporting and Statement Analysis (Foundation)
This course develops the tools required to present and analyze financial statements prepared in accordance with Generally Accepted Accounting Principles (GAAP). Analytical tools, such as performance comparisons and financial ratios, are used to measure financial position in order to make investment and financing decisions. Additional topics of discussion will include; acquisition cost versus fair value, the usefulness of the Statement of Cash Flow, limitations of the Balance Sheet and Income Statement, as well as regulatory issues concerning publicly held companies as required by the Securities and Exchange Commission (SEC) and the Sarbanes Oxley Act. The course utilizes a case study approach.

MBA5250 – Strategic Cost and Profitability Analysis (Foundation)
This course is a management-oriented survey of tools and techniques related to profitably managing business operations, focusing on an integrated view of how businesses operate to improve both their bottom lines and their ability to achieve strategic results. Managers need to develop a working understanding of standard techniques, structures and processes used by businesses to analyze and plan their business activities and develop a creative analytical perspective from which to view quantitative data as it relates to strategy implementation. Tools to be covered include: budgeting, variance analysis, activity-based costing, the cost of quality, cost-volume-profit analysis, the Balanced Scorecard, return on investment, residual income, economic value added, net present value, the weight-average cost of capital, discounted payback period, corporate social

responsibility/creating shared value and the Boston Consulting Group (BCG) Growth Share Matrix. The course will be supplemented with relevant cases.

MBA5300 – Global Economics and Managerial Decision Making
This course addresses fundamental micro- and macro-economic concepts, and applies those concepts to a variety of business management situations. The course provides a working knowledge of global economics, including classical and current economic theories; the effects of society, politics and government on a nation's economic system; and competitive comparison of various national economies, as they currently operate. Additionally, current topics concerning global trade and monetary systems are studied. Critical thinking methods for resolving or mitigating economic based business problems are evaluated and applied using case-based learning. Variables within cyclical and structural economic changes are evaluated to develop strategies for maintaining a firm's economic growth. The use of data and information for developing risk analysis models to assess the likelihood of success of strategic decisions is also studied.

MBA5500 – Marketing, Management, and E-commerce
Students will apply fundamental marketing concepts to a variety of business management situations. The course provides a working knowledge of product development, pricing, distribution, promotion, consumer behavior, and the ways in which this knowledge can be usefully employed by managers in various business roles. The course develops practical skills in analyzing marketing problems and opportunities, and in developing comprehensive marketing programs for traditional brick-and-mortar and web-based business models. Additionally, the role of social networks, information technology, and information systems is connected with current innovative marketing management practices.

MBA5600 – Comparative Case Studies in Business Law and Ethics
This course provides an overview of the history and present-day operation of the criminal justice process in the United States. Students will analyze the role, responsibility, and authority of each of the components of the system: police, courts, corrections, and the underlying principles and values of justice. Additionally, students will learn various methods of writing as they pertain to the discipline of criminal justice such as: article critiques; annotated bibliographies; reaction papers; police, probation and parole reports; agency case studies and policy analysis papers.

MBA6000 – Leadership in Government and External Relations
This course focuses on developing diagnostic and problem-solving skills relative to external stakeholder management by having students participate in numerous collaborative analyses of business cases. Students will evaluate strategies and tactics for developing a socially responsible organizational culture and for addressing societal implications of business actions. Special attention will be placed on government relations and political activities and implications. Students conduct research on best practices relative to the economic, legal, social and ethical implications of their business activities and interactions. Simulations are used to practice techniques for performing strategic and operational analyses and problem solving in a highly competitive business–government-society relationship environment.

MBA6200 – Forensic Accounting and Fraud Examination *Pre-Requisite: MBA5200*
This course explores forensic accounting, fraud examination and the qualifications necessary to enter this specialized field of accounting. Topics will include: engagement acceptance, privileged communication, the

judicial system, methods of investigation used to gather and transform data into evidence, financial statement analysis, the fraud triangle, the fraud diamond, and business valuation. The American Institute of Certified Public Accountants (AICPA), code of professional conduct will be discussed, as well as, the standards instituted by the Association of Certified Fraud Examiners (ACFE) and the National Association of Certified Valuators and Analyst (NACVA).

MBA6250 – Governmental and Not-For-Profit Accounting *Pre-Requisite: MBA5200*
This course will introduce students to accounting practices utilized by government agencies and not-for-profit organizations. Topics will include fund accounting, the budgeting process, cash flow management, controlling expenditures, analysis of capital projects, obtaining tax exempt status, financial reporting and disclosure. The Government Accounting Standards Board (GASB) and Generally Accepted Accounting Principles (GAAP) will be discussed, as well as, current topics and developments in GASB, Financial Accounting Standards Board (FASB) and the American Institute of Certified Public Accounts (AICPA).

MBA6255 – Business Valuation and Fair Value Accounting *Pre-Requisite: MBA5200*
This course explores business valuations and fair value measurement. Topics examined include: valuation services, valuation methods, sources of data, and professional standards practiced by the American Institute of Certified Public Accountants (AICPA). Additionally, economic and financial statement analysis will be integrated throughout the course. Tools for performing business valuations and analysis techniques applied in evaluating valuation engagement are examined in relation to real-world scenarios.

MBA6300 – International Business Analysis, Strategy, and Planning
This course is designed to investigate the economic performance of markets operating internationally from various global regions. Particular attention will be given to emerging economies, which pose a variety of new challenges when compared to the economies found in the developed markets. Students will analyze and apply economic theories and international business practices to develop new strategies needed to respond to the economies studied. Additionally, this course positions students as managers taking part in business negotiation issues with the goal of giving them confidence to do their part in an interactive international trade environment. Therefore, during learning activities, students will be required to integrate cultural and economic knowledge of a specific nation with tactics used in business negotiations. Ultimately, this course will provide students with opportunities to develop new knowledge and skills that business managers at all levels will need to handle tasks and achieve objectives within a global marketplace.

MBA6400 – Venue Management in Sport
This course is designed to introduce students to the scope and complexity of venue management in sport. Students will examine the skills and knowledge required to effectively administer sport venues, including stadiums, playing fields, arenas, parks, and other sport and recreational spaces found in corporate, campus, and community settings.

MBA6410 – Consumer Sales Strategies in Sport
This course offers an in-depth examination of the principles of professional selling and developing long-term partnerships in the sport industry. Students examine the strategies utilized to build relationships and partnerships with customers, and to master communication styles and presentations. Methods to negotiate buyer concerns

are analyzed and applied in the developmental part of a sales management plan and consultative sales presentation. An emphasis is places on the four components of the consultative selling strategy.

MBA6420 – Strategic Branding in the Sport Industry
The purpose of this course is to advance students' understanding of the principles of strategic brand management as they are applied in the sport industry. Students will examine how sport organizations create profitable brand strategies by building, measuring, and managing brand equity. The course introduces students to the research on potential effects and trade-offs of various strategies and tactics used by sport strategists to build and manage profitable brand strategies. This course integrates business theory and application to help students understand how organizations use branding to achieve a sustainable competitive advantage. Additional emphasis is placed on crucial tools required for brand success, including digital marketing, social media management, market intelligence, and data analytics.

MBA6500 – Market Analysis, Strategy, and Planning
This course is designed as an advanced study covering the total process of generating, evaluating, and transforming data into relevant information for use by a marketing decision-maker. The learning goal is to connect how possible marketing strategies are developed through the use of segmentation, targeting, and positioning in a global marketplace with the effective collection and analysis of market research data. Topics include research methodology, design techniques, survey development, sampling theories and techniques for statistical data analysis. Additionally, concepts for effective planning, executing and evaluating brand management are matched with marketing research methods. Case studies and practical application projects are integrated throughout the course.

MBA6600 – Strategic Human Resource Management and Labor Relations
This course addresses traditional human resources concerns (employee recruitment and selection, training and development, compensation, performance appraisal, and employee misconduct) within the context of operational and strategic planning. It also presents various labor- management issues (union organization and representation, collective bargaining and negotiations, grievance and arbitration processes, wages and salaries, and state or federal labor agencies) that employers and employees confront in today's union and non-union corporate environments. A major focus of this course is on developing diagnostic and problem-solving skills by having students participate in numerous role-playing, as well as analyze various human resource issues that mid-level managers are likely to encounter. Students conduct and present in-depth research on current topics in the field of human resources.

MBA6999 – Industry Analysis, Strategy, and Planning (Capstone)
This capstone course focuses on how to create, identify, and manage a competitive advantage within an organization. Students are encouraged to use skills and insights developed during prior coursework and career experience as they strategically analyze current business problems and cases. During the course, particular emphasis is placed upon developing both strategic goals and a global perspective while integrating operational objectives. Students are positioned in the role of a business analyst to formulate strategies and tactics that are appropriate for the different industries and specific businesses within these industries. Case studies, practical application exercises and class discussions focus on real-world examples of strategic issues that students are likely to encounter as their careers progress. Methods and techniques for conducting and managing a business analysis project in a highly competitive networked business environment are applied. Students complete a major

comprehensive analytical project that integrates multiple types of knowledge and skills expected of today's business executives.

FACULTY

Mohammad Agwa, PhD
Associate Professor, Management

Ed Harris, Ph.D.
Senior Adjunct Professor

Neil Trotta, Ed.D., MBA
Assistant Dean, School of Graduate Studies
MBA Program Director
Associate Professor

ACADEMIC CALENDAR

Fall 2019 – 12 Weeks		
Tuesday	September 3	Classes Begin
Saturday	September 7	Add/Drop Period Ends
Friday	October 11	Mid-Term Warning Grades Due
Monday	October 14	Columbus Day- No Classes
Monday	November 4	Winter Registration Opens
Friday	November 8	Last Day to Withdraw From Classes
Monday	November 11	Veterans Day Observed- No Classes
Wednesday	November 20	Final Grades Open
Friday	November 22	Last Day of Classes
Sunday	November 24	Final Grades Due
Winter 2020 – 12 weeks		
Monday	January 6	Classes Begin
Saturday	January 11	Add/Drop Period Ends
Monday	January 20	Martin Luther King Day- No Classes
Friday	February 14	Mid-Term Warning Grades Due

Monday	February 17	Presidents' Day- No Classes
Friday	March 6	Last Day to Withdraw From Classes
Monday	March 9	Spring Registration Opens
Wednesday	March 25	Final Grades Open
Friday	March 27	Last Day of Classes
Sunday	March 28	Final Grades Due
Spring 2020 – 12 weeks		
Monday	April 6	Classes Begin
Monday	April 6	Summer Registration Opens
Saturday	April 11	Add/Drop Period Ends
Monday	April 20	Patriots Day- No Classes
Friday	May 15	Mid-Term Warning Grades Due
Friday	June 5	Last Day to Withdraw From Classes
Monday	June 8	Fall Registration Opens
Wednesday	June 24	Final Grades Open
Friday	June 26	Last Day of Classes
Friday	June 26	Commencement
Sunday	June 28	Final Grades Due

Summer 2020 – 8 weeks		
Monday	July 6	Classes Begin
Saturday	July 11	Add/Drop Period Ends
Wednesday	August 19	Last Day to Withdraw From Classes
Wednesday	August 26	Final Grades Open
Saturday	August 29	Last Day of Classes
Monday	August 31	Final Grades Due