



Graduate and Professional Studies in Business



Student Handbook

Fayetteville State University is a Constituent Institution of the University of North Carolina

Fayetteville State University is committed to equality of educational opportunity and does not discriminate against applicants, students, or employees based on race, color, national origin, religion, gender, age, or disability. Moreover, Fayetteville State University values diversity and actively seeks to recruit talented students, faculty, and staff from diverse backgrounds.

Fayetteville State University is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools to award bachelor's, master's, and doctoral degrees. (1866 Southern Lane, Decatur, Georgia 30033-4097; Telephone number: 404-679-4501)

Fayetteville State University, in keeping abreast of ever-changing times, reserves the right to change, delete, or add to any part of this publication as it deems necessary for the good of the university. Every attempt will be made to keep changes to a minimum and to communicate changes to all students and faculty.





DR. BURCU ADIVAR
MBA DIRECTOR

WELCOME TO FAYETTEVILLE STATE UNIVERSITY

This handbook is meant to acquaint you with the policies and procedures pertaining to students in the MBA Program and to orient you to specific resources and other information that will prove valuable while you are enrolled in the MBA program. As with any handbook, this publication should be considered a “work in progress” that will continue to be amended as we respond to emerging trends and new philosophies in the world of adult education. Hopefully, this will help you to feel connected to the University community and confident in your role as a student.

Finally, we value your input. Although it may not be possible to put every idea into practice, we realize that the program will not improve unless we communicate what is working well and what needs to be changed to work better. Please feel free to raise questions and suggest new ideas on how we can best facilitate your learning experience. Thank you for joining us.

OVERVIEW OF THE BROADWELL COLLEGE OF BUSINESS & ECONOMICS (BCBE)

HISTORY

FSU began offering the Bachelor of Science in Business Administration degree in 1971 through the Division of Business and Economics, the precursor to the SBE. This was subsequently expanded to include the current majors, and in 1987 the MBA degree was added. Historical highlights over the past several years include:

- 2025: Named as one of the best online MBA programs in the nation by U.S. News and World Report (#88 in nation and #5 in North Carolina)
- 2024: Ranked #6 in TechGuide's 2024 MBA in Business Intelligence degree programs ranking
- 2024: Named Best Business School placing among top 50 of the Online MBA Programs by The Princeton Review
- 2024: Named as one of the best online MBA programs in the nation by U.S. News and World Report (#94 in nation and #6 in North Carolina)
- 2023: Named as one of the best online MBA programs in the nation by U.S. News and World Report (#73 in nation and #3 in North Carolina)
- Princeton Review's 2023 Best Business Schools' list for best on-campus MBA

- 2023: Ranked #2 in Best MBA Programs in North Carolina by Best Value Schools
- 2023: Ranked #2 among 30 Best MBA Programs nationwide by MBA Central.
- 2023: Graduate Certificate and MBA Project Management programs are accredited by Project Management Institute's Global Accreditation Center.
- **2022: AACSB re-accreditation confirmed**
- 2022: Named as one of the best online MBA programs in the nation by U.S. News and World Report (#78 in nation and #3 in North Carolina)
- Listed in Best Online MBA Programs in 2022 by Fortune
- Princeton Review's 2022 Best Business Schools' list for best on-campus MBA.
- 2022: Ranked #7 Best Online 1-Year MBA Top 10 by College Consensus
- 2022: Ranked #1 in North Carolina for Top Online MBA Programs by MBA Central
- 2022: Ranked #5 for Top 25 Most Affordable Online MBA Programs by College Consensus
- 2021: Ranked #2 in North Carolina as the Best MBA Program
- 2021: Named as one of the best online MBA programs in the nation by U.S. News and World Report (#88)
- 2020: Ranked #1 for Most Affordable Online MBA Programs by EDsmart.
- 2020: Ranked #1 among 15 Best MBA Programs in North Carolina and #2 among 30 Best MBA Programs nationwide by MBA Central.
- 2019 and 2020; Named in the top 20 of Best Online Healthcare MBA by College Consensus
- 2019: Ranked #1 for Most Affordable MBA Project Management Online by GetEducated -Best Buy
- 2018: Named one of the most affordable online MBA programs among regional accredited schools by Grad School Hub.
- 2018: Named as one of the best online MBA programs in the nation by U.S. News and World Report and among the top 10 in North Carolina
- **2017: AACSB re-accreditation confirmed.**
- 2017: Named as one of the best online MBA Entrepreneurship programs in the nation by U.S. News and World Report and among the top 3 in North Carolina.
- 2016: Named one of the Best for Vets colleges.

- 2015: Named as one of the best online MBA programs in the nation by U.S. News and World Report and among the top 3 in North Carolina for Veterans.
- 2015: The website Top Masters in Healthcare Administration named FSU one of the top 20 most affordable and selective colleges for Healthcare Management
- 2015: FSU graduate team's business plan earned a 1st place award in UNC's system-wide Social Entrepreneurship Competition; the SBE undergraduate team won 3rd place
- 2014: Named by U.S. News and World Report as one of the best online MBA programs in nation

BCBE VISION

To be the institution of choice for undergraduate and graduate business education in southeastern North Carolina and beyond.

BCBE CORE VALUES

Shared governance; diversity, equity and inclusion; collaboration and partnership; innovation and entrepreneurial thinking; integrity.

BCBE MISSION STATEMENT

The Broadwell College of Business and Economics (BCBE) at Fayetteville State University (FSU) provides quality business programs to prepare students for careers in an ever-changing global environment. Through excellence in teaching, supported by intellectual contributions and professional engagement, we advance the intellectual and career development of our diverse student population. The College also supports regional economic transformation by promoting entrepreneurial and economic development. To accomplish the stated mission, the BCBE has set forth the following strategic goals:

Goal I: Develop high quality programs that support the needs of the region, state, and nation

Goal II: Enhance facility infrastructure to fully support active learning

Goal III: Produce well rounded students with marketable skills_

Goal IV: Deliver educational programs that meet the needs of students

Goal V: Recruit, develop, and retain high quality faculty

ACCREDITATION

The BCBE received its accreditation from the [Association to Advance Collegiate Schools of Business \(AACSB\)](#). AACSB is one of the most prestigious and rigorous accrediting bodies for business programs in higher education. Currently, less than one-third of US business programs and

only five percent of the world's business programs have earned AACSB accreditation. Receipt of this distinguished accreditation provides evidence that the BCBE of FSU has established itself as a leader among business schools.

Faculty Standards

AACSB Business Schools must comply with strict standards on the proportion of faculty members who are current in their field of teaching due to scholarly output in peer reviewed journals and/or relevant professional experience. At least 40% of the faculty must hold a terminal degree (e.g. PhD, JD) and regularly publish in scholarly peer-reviewed journals. AACSB refers to these faculty as “Scholarly Academics”. Practice academics combine a terminal degree with recent practical experience, while Scholarly Practitioners hold a master’s degree but have published in academic journals. At least 60% of the faculty must be Scholarly Academics (SA), Practice Academics (PA), or Scholarly Practitioners (SP). A fourth category, Instructional Practitioner (IP), is for those with a master’s degree and recent practical experience. At least 90% of the faculty must fall into one of these four categories.

Continuous Improvement

AACSB Business Schools are required to continually undergo curricular program review and revision and to introduce new programs that are designed to enhance the readiness of our student body for entry into our international and culturally diverse marketplace. AACSB schools must demonstrate innovation, impact, and engagement with the business community.

Part of this continuous improvement involves assessing student learning outcomes in the MBA program and then experimenting with ways to improve any deficiencies. As such, you may be called upon to conduct program-level student assessment in your course. This assessment usually overlaps with course assessment, but the results must be reported to the MBA Director.

PMI (Project Management Institute) Global Accreditation Center for Project Management Education Programs

To demonstrate that Fayetteville State University is preparing students for the rapidly growing and highly demanded field of project management, the following degree programs at Fayetteville State University have been accredited by Project Management Institute Global Accreditation Center for Project Management Education Programs (GAC) on September 2023.

- MBA with Project Management Specialization
- Graduate Certificate in Project Management

Degree programs that achieve GAC accreditation must demonstrate and meet the GAC’s rigorous global standards of accreditation, which include an assessment of each program’s objectives and outcomes, faculty and student evaluations, onsite and online resources, annual self-evaluation, and proof of continuous improvements in the area of project management education. Over 135 project management degree programs in twenty-two countries around the world are accredited by GAC. GAC accreditation ensures the quality of academic degree programs and their graduates in order to meet the standards of the rapidly growing field of project management.

MBA STUDENT HANDBOOK

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PROGRAM OBJECTIVES AND DEGREE REQUIREMENTS

The MBA Program, which is accredited by AACSB International, is designed to meet the educational and/or career goals of: (1) business professionals who wish to advance in their careers, (2) other professionals interested in changing careers by pursuing an advanced degree in business, and (3) individuals who are considering a doctoral degree in business.

Specific objectives include:

1. Refine skills in the core functions of business;
2. Develop analytical and qualitative skills necessary for effective business decision-making and managing the organization;
3. Collaborate with regional and global clients to develop effective responses to their problems and opportunities, and
4. Gain the perspective necessary to deal with current and future issues facing organizations.

Specific catalog degree requirements for the MBA program include:

The core curriculum consists of 30 credit hours followed by 6 elective credit hours to obtain a general MBA degree or 6 credit hours in a concentration to acquire a specialization in Finance, International Business, Entrepreneurship, Management, or Marketing. 27 credit hours of core curriculum and 12 elective credit hours in the concentration are required for a specialization in Project Management and Healthcare Management. Business Intelligence and Data Analytics specialization with 5 concentration courses requires total of 36 credit hours.

Applicants who do not possess an undergraduate degree in a business-related field or are in need of refresher courses in the functional areas of business may be required to enroll in up to 15 additional credits hours of Foundation courses. The requirement for any of the foundation courses is made in consultation with the MBA Director or the Academic Advisor.

GRADUATE CERTIFICATES

The Broadwell College of Business and Economics offers a Graduate Certificate in eight (8) different disciplines. The required credit hours differ between 15-12 depending on the program. Courses taken in each certificate program can be transferred into the MBA Program. Also, in collaboration with University of North Carolina at Greensboro (UNCG), students enrolled with degree seeking status in the FSU Master of Business Administration (MBA) program can earn a Graduate Certificate (Post-Baccalaureate) in Supply Chain Management from UNCG. The required 12 credit hours of graduate-level courses for this certificate are offered online through UNCG's distance learning program. These courses will be recorded on a UNCG transcript and may be transferred into the FSU MBA program.

GMAT WAIVER POLICY

Applicants that fit one or more of the following criteria may be considered for a GMAT waiver:

- Superior academic performance in a regionally accredited undergraduate institution with a GPA of 3.6 or higher
- Demonstration of 10 years of progressive professional advancement experience, with a significant record of accomplishments, which may include earning credentials such as Certified Public Accountant (CPA) or Project Management Professional (PMP)
- Military Service
- Possession of a Master's degree from a regionally accredited institution
- Possession of any terminal degree such as Ph.D. MD, JD

GMAT waivers are not guaranteed and must be granted by the FSU MBA Admissions Committee. Interested applicants should submit a written GMAT waiver request to the MBA Admissions Committee. The Admissions Committee will review such requests on a case-by-case basis. Meeting minimum requirements for consideration does not guarantee approval.

TRANSFER CREDIT

The MBA program can accept up to 9 hours of transfer credits from another AACSB-accredited MBA program. The grade received for a transfer class must be a "B" or better, and the class must have been taken no more than six years prior to the applicant's project graduation date.

CURRICULUM

Required Courses

The following courses comprise the core of knowledge essential to an understanding of modern business and managerial practice – total of 30 semester hours.

BADM 605	- Business and Society (3)
ACCT 610	- Managerial Accounting (3)
ECON 610	- Managerial Economics (3)
BIDA 650	- Business Analytics (3)
MGMT 615	- Organizational Behavior (3)
FINC 620	- Financial Management (3)
BIDA/ISBA 630	- Data Analytics (3)
MKTG 640	- Modern Marketing (3)
MGMT 650	- Business Policy and Strategy (3)
BADM 680	- Capstone Project (3)

In addition to the core requirements, two additional electives respective to your area of concentration are required:

- Elective 1 – Related to specific area of concentration (3)
- Elective 2 – Related to specific area of concentration (3)

Minimum total program requirements – 36 semester hours

SAMPLE COURSE PLAN

FOUNDATION COURSES (As needed up to 15 Credit Hours)

Course	Title	Offered*	Semester Scheduled/Completed	Grade
BADM 530	Principles of Business Statistics	All terms		
ECON 540	Fundamentals of Economics	All terms		
ACCT 550	Principles of Accounting	All terms		
FINC 560	Foundations of Finance	All terms		
MKTG 570	Fundamentals of Marketing	All terms		

CORE COURSES (10 courses, 30 credit hours)

Course	Title	Offered*	Semester Scheduled/Completed	Grade
BADM 605	Business & Society	Fall/Spring		
BIDA 630	Data Analytics	Fall/Spring		
ACCT 610	Managerial Accounting	Fall/Spring		
ECON 610	Managerial Economics	Fall/Spring		
BIDA 650	Business Analytics	Fall/Spring		
MGMT 615	Leading Organizations	Fall/Spring		
FINC 620	Financial Management	Fall/Spring		
MKTG 640	Modern Marketing	Fall/Spring		
MGMT 650	Business Policy & Strategy	Fall/Spring		
BADM 680	Capstone Project	Fall/Spring		

GENERAL MBA ELECTIVES (Choose 2 additional electives, for 6 credit hours, from 600-level business courses with the prefix ACCT, BADM, CSM, ERP, DECM, FINC, CPM, HCM, HINF, MGMT, MKTG, or ISBA/MIS)

Course	Title	Offered*	Semester Scheduled/Completed	Grade
		Fall/Spring Summer		
		Fall/Spring Summer		

COURSE DESCRIPTIONS

BADM 605 Business and Society (3) – This course explores the interface between business and society in a global context. Topics include business ethics, corporate responsibility, globalization, sustainability, and managing relations with consumers, employees, investors, and governments.

ACCT 610 Managerial Accounting (3) - The primary objective of the course is to enable the student to make effective use of management accounting data within his/her own organization or business practice. A secondary objective is to develop the analytical skills necessary to diagnose complex business issues in an accounting context. In addition, the course touches on global issues facing corporations such as transfer pricing and outsourcing. The course also introduces student to management accounting practices across borders and compares these practices to US practice (such as budgeting, value chain management, pricing).

ECON 610 – Managerial Economics (3) - The application of economic theory and quantitative methods to an analysis of managerial decision-making in national and international settings. Topics include empirical estimation of demand functions, cost and production functions, product pricing, and application of cost-benefit analysis to non-profit sector, risk analysis, technology change management and plant selection strategies in a global economy.

BIDA 650 - Business Analytics (3) - This course is designed to provide students with a conceptual understanding of the role that management science plays in the decision-making process. Various quantitative methods will be discussed, including linear programming, decision analysis, project management, inventory models, forecasting, simulation, and queuing models. There will be an emphasis on modeling, problem solving, and showing how quantitative approaches can be used to enhance the decision-making process.

MGMT 615 Organizational Behavior (3) - This course explores importance of human behavior in reaching organizational goals. Course emphasis: managing individual and interpersonal relations; group and inter-group dynamics; leadership, communication and motivation skills in managing organizational performance and change.

FINC 620 Financial Management (3) - This course focuses on the firm's financing and investment decisions. Among the topics covered is capital budgeting, cost of capital, capital structure, and risk management. Emphasis is placed on the importance of valuation in financial decision making and on the effects of international capital markets on the firm's value creation opportunities.

BIDA / ISBA 630 Data Analytics (3) – This course will expose students to business intelligence techniques on the SAS platform, including: decision support, querying and reporting, online analytical processing (OLAP), statistical analysis, forecasting, and data mining.

MKTG 640 Modern Marketing (3) - A study of the organization and coordination of the total marketing program: sales, advertising, product development, pricing decision making, marketing research, materials management, market segmentation and product differentiation, planning and policy determination.

MGMT 650 Business Policy and Strategy (3) - This is a capstone course designed to develop a

framework of analysis for long-term policy formulation in a global economy. Case materials and computer simulation are used to integrate strategic concepts and techniques learned in earlier core courses. Emphasis will be placed on social and ethical responsibilities of management.

BADM 680 Capstone Project (3) - This is the coping stone or capstone, the stone that finishes off a wall. In more general terms, it is a high point or crowning achievement. In academic terms, a Capstone is a culminating experience, a project that demonstrates a student has developed an integrated understanding of their major field of study and can apply the tools and modes of inquiry of that field, thereby generating new knowledge.

ACADEMIC POLICIES AND REGULATIONS

ACADEMIC ADVISEMENT

All students seeking a graduate degree, or a graduate certificate, will be assigned an academic advisor. Upon admission to a program, students should contact their advisor to develop their degree plan. Students are encouraged to consult with their academic advisors periodically regarding their academic progression; however, **students bear final responsibility for adhering to their official approved program of study and for the academic decisions they make.**

ACADEMIC INTEGRITY POLICY

Acts of dishonesty in any work constitute academic misconduct and will not be tolerated by the university. Such acts include cheating, plagiarism, misrepresentation, fabrication of information, and abetting any of the above. Actions outlined in the Student Handbook [Policies and Procedures \(uncfsu.edu\)](http://uncfsu.edu) under “Disciplinary System and Procedures” will be followed for incidents of academic misconduct. Possible penalties include automatic failure in a course to expulsion from the university. The GPSB Student Handbook is available online at www.uncfsu.edu/GPSB.

Academic dishonesty is the giving, taking, or presenting of information or material by a student with the intent of unethically or fraudulently aiding oneself or another on any work which is to be considered in the determination of a grade or the completion of academic requirements. It is expected that all members of the University community will work to actively deter academic misconduct and thus will share in the responsibility and authority to challenge and make known to the appropriate authority acts of apparent academic dishonesty. A student is guilty of a violation of the Academic Integrity Policy if he or she engages in any of the following act(s) of:

- a. Facilitating Academic Dishonesty.** Such conduct includes, but is not limited to, giving unauthorized assistance to another in order to assist that person in cheating or plagiarizing.
- b. Attempt.** Such conduct shall include, but not be limited to, attempting any act that if completed would constitute a violation as defined herein.
- c. Cheating.** Such conduct includes, but is not limited to, a student receiving unauthorized aid or assistance on any form of academic work.
- d. Falsification.** Such conduct shall include, but not be limited to, the unauthorized changing of grades or conduct involving any untruth, either spoken or written regarding any circumstances related to academic work.
- e. Plagiarism.** Plagiarism includes, but is not limited to, copying the language, structure, ideas and/or thoughts of another, without giving appropriate recognition and/or adopting the same as one’s own original work. See the Fayetteville State University Code of Student Conduct for more information on Academic Integrity Policy and Procedures.

AUDITING OF COURSES

A graduate student may audit a course if space is available and if approved by the instructor, department chair, dean of the school or college, and the Registrar's Office. The student must pay the required fees. Classes audited shall count as part of the student's load; however, no grade or credit will be assigned. Class attendance is required, but the level of participation in class assignments shall be mutually agreed upon by the instructor and student. Students who are not meeting the stipulated requirements should withdraw from the course. Students auditing classes will not be permitted to change to credit after the last date courses can be added. Further, students registered for credit will not be permitted to change to audit after the last date courses can be added.

CHANGE OF DEGREE PROGRAM

Students who wish to change or transfer to a new degree program must submit the Change of Major/Status form to the MBA Office.

CHANGE OF GRADUATE DEGREE PROGRAM OF STUDY

To make changes to a graduate degree program curriculum, a student must obtain approval from the advisor, program coordinator, department chair, and the dean of the school/college. Once approved, the new program of study is forwarded to the Registrar's Office for update.

CLASS ATTENDANCE POLICY

Courses are delivered synchronously. Students are expected to attend class regularly and punctually and are responsible for completing all assignments, including those missed due to absences, regardless of the reasons for the absences. Each instructor determines the attendance regulations for his or her classes. Whenever possible, students are expected to seek the permission of the instructor prior to absences.

COMMENCEMENT

Official degree conferral and commencement are two distinct events. Degrees are officially conferred only after the Registrar verifies that a student has completed all degree requirements and designates a degree conferral date on the student's official transcript. Degrees are officially conferred four times a year, in May, August, and December. Diplomas bearing the official degree conferral date are mailed to graduates four to six weeks after the Registrar verifies completion of all requirements. Diplomas and transcripts will be withheld from any graduate with unpaid university bills.

Commencement is a traditional academic ceremony that celebrates students who have attained the important milestone of degree completion. The conferral of degrees by the Chancellor at commencement is for ceremonial purposes and does not guarantee official degree conferral. Commencement is conducted twice a year, at the end of the fall and spring semesters.

Prospective graduates with degree conferral scheduled for May, June, or August will be permitted to participate in commencement of the same year as scheduled degree conferral if they are enrolled in all outstanding courses required for degree completion, which may include one or more summer terms.

All students must apply for graduation and pay the graduation fee regardless of whether they participate in commencement or not.

CONCURRENT REGISTRATION IN OTHER PROGRAMS

A student registered in a degree program at Fayetteville State University may not enroll concurrently in any other graduate degree, graduate certificate, or undergraduate degree program without written permission secured in advance from the departmental chair/director, dean of the school/college, and the Registrar's Office.

CONTINUOUS ENROLLMENT REQUIREMENTS

Students enrolled in any graduate program must maintain satisfactory progress toward the degree. Students must maintain a 3.0 grade point average in all graduate courses. Students are expected to achieve a satisfactory grade ("A" or "B") in all course work attempted for graduate credit. Students who receive three (3) "C" grades or one (1) "F" or "U" grade in any course(s) will be withdrawn from the University.

When special circumstances warrant, students may appeal withdrawal by petitioning the Graduate Council. The student should seek the support of the MBA Director and dean of the school or college, and the support should be forwarded to The Graduate Council along with the appeal petition. The petition will be forwarded to the Admissions Committee and to the Graduate Council for a decision. Students who do not enroll during a fall or spring semester without having been granted a leave of absence by the Registrar's Office do not meet the continuous enrollment requirement and will be terminated from their program. Students who wish to re-enroll will be required to reapply for admission and pay the non-refundable application fee. They will be required to meet new catalog and program requirements in effect at the time of return.

PURSUING COURSES AT ANOTHER UNIVERSITY

Students who wish to take an elective at another AACSB accredited institution must receive prior approval. Total of nine (9) transfer credits are allowed.

COURSE LOAD

Students enrolled for nine (9) or more credit hours during a regular semester and six (6) or more credit hours during a summer session are classified as full-time students. The graduate student course load is lower than the normal undergraduate load because of the extensive reading, independent thinking, and individual research required of graduate students. Students should consider their academic ability as reflected in their academic history and the amount of time they have available for study in deciding how many hours in which they will enroll. No more than twelve (12) credit hours of work may be taken in one regular semester or six (6) credit hours of work during a summer session unless approval is granted by the student's advisor, the department chair, dean of the school or college, and the Registrar's Office.

COURSE SUBSTITUTIONS AND WAIVERS

Only under exceptional circumstances will a course substitution or waiver from the prescribed courses in a curriculum be permitted. To substitute or waive a course, students must submit a request on the appropriate form to the advisor. The request must be approved by the MBA Director, the dean of the school or college, and the Registrar's Office before it is granted. Only requests for academically defensible substitutions or waivers accompanied by appropriate documentation will be considered.

DEGREE TIME LIMIT

All master's degrees, including the thesis, directed study, internship, and comprehensive examinations, must be completed within six (6) calendar years from the date of the first course(s) carrying graduate degree credits applicable to the student's degree program. Graduate certificates also must be completed within six (6) calendar years from the date of the first course(s) carrying graduate degree credits applicable to the student's degree program.

DROPPING AND ADDING CLASSES

Students may adjust their schedule of classes through the official dropping and adding processes until the last day of late registration. After this date, students will be permitted to adjust their schedules only for unusual and documented circumstances beyond the student's control. Students are cautioned that adjustment of their official schedule may affect tuition, fees, and financial aid eligibility, and may require additional payment and/or reimbursement of financial aid awards. Cessation of class attendance does not constitute official dropping of a course and attending a class does not constitute official adding of a course. Students who stop attending class without officially withdrawing will receive an "F" grade and will be removed automatically from the University.

EXAM PROCTORING

At least 25% of the assessment for online students must be taken in the presence of a proctor (usually in the form of a midterm or final exam).

Exams are proctored with ProctorFree or Respondus. Both software integrates with Canvas to provide a single sign-on experience for both instructors and students.

In exceptional cases where online students must take a test without supervision or who visually monitored system are required to enter a unique ID and password to gain access to the exams.

FORMS

Most applications and requests require the completion and submission of forms with appropriate signatures. All forms are required to be completed electronically or by word processing and will not be accepted otherwise. For a complete listing of forms and the copies of the forms, students should consult with the MBA Academic Advisor, MBA Operations Team or the MBA Director for assistance.

GRADING

All instructors should feel competent in evaluating students on the coherence of thought, logical presentation, basic writing, and oral presentation skills. It is the student's responsibility to master the material presented. The class members are expected to demonstrate mastery of the subject. All University students can be expected to express their understanding of the material in their own words, clearly and cogently, in a well-organized, and to varying degrees, creative fashion. Instructors are qualified to reject oral or written presentations you find to be below University level.

The following grading system is recommended:

Grade	Percentile Range	% of Class
A	90-100%	40-50%
B	80-89%	40-50%
C	70-79%	0-20%
F	0-69%	0-10%

A: Indicates MASTERY of the course content and evidence of **CONSIDERABLE** achievement in critical, independent, and creative thought that is competently expressed. High grades should be the mark of above-average endeavor and achievement.

B: Indicates a GOOD grasp of course content as evidenced by **SOLID** achievement in critical, independent, and creative thought competently expressed. The student's work is good, but not as good as the very best students. Students require a cumulative GPA of 3.0 to graduate from the program.

C: Indicates a LIMITED grasp of course content and evidence of **MINIMAL** achievement in critical, independent, and creative thought competently expressed. While you want to encourage students to do well, resist the temptation to give a poor student a C just to bolster confidence. In the end, you do the student a disservice. Students can achieve no more than two Cs in the program. A student with three Cs will be terminated from the program.

F: Indicates an INSUFFICIENT grasp of course content and evidence of unacceptably low achievement in critical, independent, and creative thought. It is possible that a student might do all the work, but simply not have been able to perform the tasks of the course or comprehend. A student who earns a grade of F will be terminated from the MBA program.

INCOMPLETE GRADES

A grade of "I" is assigned when students have maintained a passing average but for reasons beyond their control have not completed some specific course requirement(s), such as a report, field experience, experiment, or final examination. An "I" grade must be removed before the end of the next regular (fall or spring) semester immediately following the semester or term in which the "I" grade was assigned. If the "I" grade is not removed within the stipulated time limit (see the [Academic Calendars | Fayetteville State University \(uncfsu.edu\)](#)), the grade will be converted to a grade of "F." Students are responsible for initiating the actions necessary to remove "I" grades. It is the student's responsibility to resolve the "I" grade before the deadline. **Students should complete the requirements in ample time for faculty to conduct the necessary evaluation.**

FINAL GRADE CHANGE

Once an instructor of a course has reported a grade to the Registrar, it cannot be changed except in case of error in calculation, reporting, or recording. Any change must be approved by the instructor, department chair, dean of the school or college, and the Provost and Vice Chancellor for Academic Affairs. Students who think an error in grading has been made are advised to consult with the instructor as soon as the formal grade is received. Students wishing to appeal a final grade must follow the grade appeal process outlined below.

GRADE APPEAL

If a student thinks that a final grade is inaccurate, he/she may appeal the grade. The student must initiate the formal grade appeal process no later than the last day of the next semester (fall or spring) after the contested grade was received. Grade appeals submitted after this deadline will not be considered. **The student should consult first with the faculty member who awarded the grade.** The University expects the majority of grade appeals to be resolved by the student and instructor. If the student's concerns are not resolved in this manner, however, the student may initiate a formal grade appeal. To initiate a formal grade appeal, the student must submit a written explanation to the instructor of why he or she believes the grade is inaccurate. The letter must include copies of graded assignments and any other documentation as appropriate. The student should indicate in the written appeal if the instructor has not returned graded assignments. The student must recognize that he/she bears the burden of proof in the grade appeal process and that it is very unlikely that an appeal will be successful without appropriate documentation. The instructor will respond in writing to the student's appeal. If the instructor's response does not resolve the student's concerns, the student may submit the appeal to the instructor's department chair, then to the dean of the school or college, and finally to the Office of Academic Affairs until the student's concerns are resolved or the original grade is upheld.

The grade will be considered at each administrative level only after it has been reviewed by the instructor and by the administrator at each previous level. If the student's concerns are not resolved by the dean and faculty member, the dean will work with the MBA Director to propose a means of re-evaluating the student's final grade.

If the student's concerns are not resolved by the MBA Director and dean, the student may submit the written appeal to the Student Affairs and Academic Appeals Committee of the Graduate Council. The Student Affairs and Academic Appeals Committee will recommend to the Graduate Council that the original grade be upheld or it will recommend a new grade. The recommendation of the Graduate Council will be forwarded to the Provost and Vice Chancellor for Academic Affairs. If a grade change is approved, the change will be forwarded to the Registrar with a copy to the faculty member for notation on the student's record. A complete record of the grade appeal process will be placed in the student's permanent file. The decision of the Provost and Vice Chancellor for Academic Affairs regarding a grade appeal is final and may not be appealed further.

GRADE APPEAL TIMELINE

Students must initiate the formal grade appeal process no later than the last day of the next semester (fall or spring) after the contested grade was received. Grade appeals submitted after this deadline will not be considered. Faculty members, department chairs, and deans must reply to written grade appeals within 15 business days of receipt of the appeal. Failure to reply by this deadline is equivalent to a rejection of the appeal. Students wishing to appeal the rejection of a grade appeal to the next administrative level must do so within 15 business days of notification of the rejection of the appeal or the expiration of the 15-day period. Failure to appeal within the 15-day period is equivalent to dropping the appeal. The Student Affairs and Academic Appeals Committee will make a recommendation within twenty (20) business days of receiving the appeal request from the Dean of the College of Business and Economics. Students who initiate a formal grade appeal in the same semester that they plan to graduate should be aware that the grade appeal very likely will NOT be resolved in time for graduation clearance.

Graduate Student Designation All students (degree seeking or non-degree seeking) holding a baccalaureate degree from an accredited college or university who attend Fayetteville State University are classified as graduate students.

Thus, students seeking a master's degree, or graduate certificate all are designated as graduate students and are required to pay graduate student fees. **Students seeking a second undergraduate degree are classified as undergraduate students.**

GRADUATION APPLICATION

To become a candidate for graduation, a student must submit/complete an application using the self-service banner application process no later than the date set forth by the Registrar's Office [Graduation Information at Fayetteville State University \(uncfsu.edu\)](#) in the academic calendar. The university assumes no responsibility for making adjustments for students who fail to file an application by the designated date in the academic calendar.

GRADUATION REQUIREMENTS

For the completion of a graduate degree program, an overall grade point average of 3.0 or higher is required for graduation. To calculate the average, all grades except “S” and “U” will be counted in all courses that are attempted. All courses in the student’s approved program of study must be completed. **Students must be enrolled at Fayetteville State University during the semester during which they graduate.** For students in Master’s Degree Programs, courses cannot be older than six (6) years at the time of graduation. To request an extension beyond the required time limits, the student must write a letter to the Dean of the Broadwell College of Business and Economics explaining the reasons for the need for an extension, including documentation of mitigating circumstances. The student’s MBA Director and school/college dean must also write a letter in support of the student’s request. The Dean of Broadwell College of Business and Economics will submit the request to the Academic Policy Committee of the Graduate Council. The Dean of the Broadwell College of Business and Economics then will submit the Committee’s recommendation to the full Graduate Council for a decision. Students must apply for graduation the semester prior to the semester they plan to graduate and must pay the required graduation fee. Students cannot graduate with an “I, IP, U,” more than two (2) “C” grades, or an “F” grade on their transcripts; all requirements to remove these grades must be met before graduation.

INDEPENDENT STUDY

With the approval of the instructor, department chair, The Dean of the Broadwell College of Business and Economics, graduate students who have been admitted to candidacy may register for independent study in their major field. Students registered for independent study must be scheduled for regular conference periods at least weekly. No more than three (3) semester hours of credit for independent study may be earned in any one semester, and no more than six (6) semester hours of credit for independent study may be applied toward a graduate degree.

An existing course listed in *The Graduate Catalog* may not be taught as an independent study.

Anyone seeking to pursue independent study must be a candidate for a degree at Fayetteville State University.

LEAVE OF ABSENCE

A student in good academic standing, who must interrupt his or her graduate program for good reasons, may request a leave of absence from graduate study for a definite period not to exceed one year. The request must be made with the [Request for Leave of Absence form](#) no later than the end of the late registration period of the semester in which the leave of absence is to apply. Upon the approval of the student’s department chair/ associate dean, and college dean, the student will not be required to register during the leave of absence. The time that a student spends on an approved leave of absence will be included in the time allowed to complete the degree or graduate certificate (i.e., six years for the master's degree and graduate certificate; eight years for the doctoral degree). If a student does not return within the period of time stipulated in the approved leave of absence, the student must reapply to the University and the said program.

PREREQUISITES

All students, including provisionally accepted and professional development students, are required to meet all course prerequisites and to obtain the required permissions through the MBA Director or MBA support staff as needed.

PROGRAM OF STUDY

All students must have a program of study/degree plan developed in consultation with their academic advisors. The degree plan should be updated by the academic advisor to indicate the semester courses were taken and the grades earned. Any changes to the degree plan must be requested by submitting the *Request for Change of Graduate Degree Program of Study*. A copy of the updated degree plan must be submitted when applying for admission to candidacy and when applying for graduation.

PROGRAM TRANSFER

Students who wish to change or transfer to a new degree program must submit an application for admission.

Students who seek to transfer to another program but who have earned an “F” grade in a previous graduate program must make a written appeal to the MBA Director, who will refer the appeal to the Admissions Committee. The Admissions Committee will make a recommendation to the Dean of the College of Business and Economics. The Dean of the Broadwell College of Business and Economics will make the final decision and notify the students of the decision.

READMISSION

Students who have been terminated from their programs because of failure to maintain continuous enrollment will be required to reapply for admission and pay the non-refundable application fee. They will be required to meet new catalog and program requirements in effect at the time of return.

REGISTRATION

Students are responsible for registering for classes according to procedures and deadlines established by the Registrar. Attending a class does not constitute official enrollment in a class. Students will not receive credit or a grade for any class for which they are not officially registered. The classes for which a student is registered at the close of the official registration period constitute the student’s official schedule and course load. Tuition and fees are based on the student’s total hours of enrollment at the close of the official registration period.

REPETITION OF COURSES

With approval, a graduate student will be allowed to repeat a maximum of two courses in which the student has been assigned a grade of F, C or U (but not a grade of “I”). If the course grade has resulted in termination of enrollment, the student must appeal to be reinstated in order to repeat the course. The grades earned on the first attempt and on the repeat attempt will remain a part of the student’s permanent record and will be shown on the student’s transcript. However, the grade and hours earned in the first attempt will not be computed in the grade point average. Enrollment will be terminated if a student receives a grade of F or U in a repeated course. A given course may be repeated one time only. Students are not allowed to repeat courses without the approval of the MBA Director and the Dean of the College of Business and Economics. To request approval to repeat a course, the student must write a letter to the MBA Director explaining the reasons for the need to repeat the course, including documentation of mitigating circumstances. The student also should request a letter of support from his/her professor. The Dean of the School of Business and Economics will submit the request to the Admissions Committee of the Graduate Council. The Dean of the College of Business and Economics then will submit the Committee’s recommendation to the full Graduate Council for a decision. Courses approved for repetition must be completed at Fayetteville State University

SECOND MASTER’S DEGREE

Students pursuing a second graduate degree must successfully complete all school/college and department/area requirements. Students with graduate degrees previously earned at Fayetteville State University or at another accredited institution may petition to transfer up to six (6) semester hours taken internally at Fayetteville State University and up to six (6) semester hours taken externally to be applied to a new degree program. Graduate work must not be older than six (6) years at the time the degree is awarded. Students cannot pursue more than one graduate degree at the same time.

SENIORS IN GRADUATE LEVEL COURSES

Fayetteville State University students in the Broadwell College of Business and Economics with senior classification may be permitted to enroll in 500 and 600 level courses. Undergraduates must meet the following criteria to be permitted to register for graduate level courses:

- Students must have a G.P.A. of 3.0 or higher;
- Students must be eligible for graduation during the academic year in which they are registered for graduate courses; and Students obtain approval from their advisor, department chair, and the Dean of the College of Business and Economics.

Graduate courses taken by students to fulfill undergraduate degree requirements will not be recognized by the University for graduate credit. However, graduate courses taken by students for graduate credit may be used to fulfill graduate degree requirements. Undergraduate students registered for graduate courses may not take more than fifteen (15) credit hours per semester during the regular academic year or more than nine (9) credit hours in a summer session. Undergraduate students enrolled in graduate level courses may earn no more than two (2) “C” grades in all graduate level courses. Students who earn an “F” grade or three (3) “C” grades in graduate level courses will not be permitted to take additional

graduate level course as an undergraduate student. Students must maintain a 3.0 grade point average in all graduate courses.

STUDENT RESPONSIBILITY

Each student is responsible for adhering to the Fayetteville State University (FSU) [Fayetteville State University - Acalog ACMS™](#), for the proper completion of his or her academic program, for maintaining the required grade point average, and for meeting all other degree requirements. While the academic advisor will provide advisement and guidance, the primary and final responsibility for knowing and adhering to policies, procedures, and requirements remains that of the student.

Each student is required to have knowledge of and adhere to all FSU policies and regulations pertaining to campus life and student behavior. The complete *Code of Student Conduct* is available online at www.uncfsu.edu/policy/policies-listed-by-subject. ***Each student is responsible for maintaining accurate and current contact information in Banner.*** This important information includes mailing address and telephone numbers. Each student is expected to participate in the Fayetteville State University academic community in a manner that will reflect positively upon the integrity of the student and the University. Students play a key role in recruiting new students.

GRADUATE CATALOG

The MBA program is governed by the policies and procedures in the Graduate Catalog. In the event there is any conflicting information between this handbook and the [Graduate Catalog](#), the catalog shall govern.

ACADEMIC PROBATION

In order to remain in good academic standing, graduate students are required to maintain a minimum cumulative GPA of 3.0 on all graduate-level courses. Students are expected to achieve a satisfactory grade (“A” or “B”) in all coursework attempted for graduate credit. If a student’s cumulative GPA falls below 3.0 at any time, the student will be automatically placed on academic probation and a registration hold will be placed on his or her account. The probationary period will last until the student completes nine credit (9) hours, with the expectation that the student will bring the GPA up to at least 3.0. To register for classes during the probationary period, a student must consult with his/her academic advisor or graduate coordinator to receive the best advice possible to ensure success in the program. A student who fails to earn a cumulative GPA of 3.0 at the end of the probationary period (i.e., after taking nine (9) credit hours of graduate courses) will automatically be dismissed from the graduate program.

TERMINATION

The Termination Due to Grades policy supersedes the policy on Academic Probation, as graduate students who receive three (3) “C” grades or one (1) “F” or “U” grade in any graduate level course(s) will not be eligible to register for subsequent semesters at FSU.

When special circumstances warrant, a graduate student who has been terminated/dismissed from the graduate program due to poor performance may petition for consideration for conditional admission to improve upon his or her performance. Approval of the conditional readmission may be contingent upon the student meeting additional requirements imposed by the MBA Admissions Committee. Students may appeal withdrawal by petitioning the Graduate Council. The student should seek the support of the MBA Director and the Dean of the College of Business and Economics, and the support should be forwarded to the Admissions Committee and to the Graduate Council for a decision.

Graduate students who fail to maintain continuous enrollment without having been granted a leave of absence during a fall or spring semester will be terminated from the program. Students who have been terminated from their programs will be required to reapply for admission and pay the application fee if they wish to resume their graduate studies at Fayetteville State University. Students who leave the University for a period of one semester or longer and then return to the University will be required to meet new catalog and program requirements in effect at the time of return. Students enrolled in any graduate program must maintain satisfactory progress toward the degree.

TEXTBOOK RENTAL POLICY

In order to make textbooks more affordable for students, Fayetteville State University has adopted a Textbook Rental Program. Textbooks must be over \$25.00 and must be used in courses for a minimum of four semesters. The books must be non-consumable (workbooks, study guides, lab manuals, and access codes are all consumable.) **Graduate students who wish to "Opt In" the Textbook Rental Program must do so during the registration period each semester;** otherwise, graduate students will not be charged the rental fee and will have to purchase their books. To “opt in” in the rental program, graduate students should contact Ms. Cynthia Jones via email at cjones@uncfsu.edu.

SATISFACTORY ACADEMIC PROGRESS

Students requiring federal financial aid assistance must meet Satisfactory Academic Progress (SAP). If you are applying for readmission or you meet any of the criteria listed below (not meeting SAP) at the end of a spring semester, you must submit the Academic Appeal Form.

Cumulative GPA below 3.0 for graduate-level students,
SAP less than 67% - (Total Earned hours/Total Attempted Hours)
Graduate students who have exceeded 150% of the program degree hours

Academic Appeals process is located at [Academic Appeals \(uncfsu.edu\)](http://AcademicAppeals(uncfsu.edu))

WITHDRAWAL FROM A CLASS

Students may withdraw from individual classes until the Class Withdrawal deadline each semester, term, or session. Students who complete the class withdrawal process will receive a grade of “W.” Students must utilize self-service Banner to drop individual classes. Tuition and fees are not adjusted for withdrawing from individual classes. Failure to attend classes does not constitute official withdrawal from that class. Students who stop attending classes but do not officially withdraw will receive a final grade of “F” and automatically will be withdrawn from the University. **Note that if students are enrolled in only one (1) course and voluntarily leave the University, they should withdraw officially from the University instead of withdrawing from the course.** Students must initiate the process by completing the appropriate form.

WITHDRAWAL FROM THE UNIVERSITY

Students who leave the University before the close of the semester without officially withdrawing will receive a failing grade for each course in which they are enrolled. Graduate students receiving a failing grade are automatically terminated from the University and must appeal for reinstatement.

Before deciding to withdraw from the university, students should consult with their advisor to discuss the reasons for the withdrawal and their plans for continuing their education. Students who wish to withdraw from all classes must complete the official university withdrawal process must initiate the process by completing the appropriate form obtained from their advisor.

Students seeking to withdraw from the university after the published deadline and who do not meet the criteria for "Withdrawal for Extenuating Circumstances" must make the request, in writing, to the Provost and Vice Chancellor for Academic Affairs. This request must include documentation of unavoidable and unforeseen circumstances that prevented the student from meeting the published deadline. Such requests must be made no later than the end of the next regular semester after the semester for which the university withdrawal is requested.

Students who officially withdraw from the university will receive a WU grade in all of their classes. Students who receive WU grades may re-enroll in the next regular semester or summer term without making application for readmission but cannot enroll in the same semester for an 8-week term. Students who seek to withdraw from the university within the deadline but have earned grades in the previous 8-week session will retain those grades. The student will be assigned a WU for the remaining courses.

Hours with a grade of WU count as hours attempted but not completed for the purposes of financial aid. Withdrawal from the University may therefore have an adverse effect on financial aid. In addition, a student who withdraws from the University the semester after being placed on Academic Probation will be considered to have two consecutive semesters below 2.0 for the purposes of calculating academic standing. Withdrawal from the University may therefore have an adverse effect on academic standing as well.

WRITTEN COMPLAINT PROCEDURE

At Fayetteville State University, we recognize our students as the primary customers for all of the services that we offer, from classroom instruction to personal counseling to computer labs. When students wish to register complaints, they should submit as outlined below. **As a first step, students are encouraged to discuss their complaints directly with the person responsible for the area or problem.** If the issue is not or cannot be addressed through discussion with the responsible person; and if there are no methods prescribed for appeal in the applicable area in the University Catalog, Student Handbook, or other official University documents, then the issue should be outlined in writing and submitted to the following offices in the order indicated:

Academic Complaints: MBA Director/The Dean of the Broadwell College of Business and Economics.

Non-Academic Complaints: Department or Office Director Vice Chancellor of the Division to which the Department or Office reports.

Each office listed above will respond to the student within 10 working days of receipt of the written suggestion or complaint. If the issue is not satisfactorily resolved at the first level, the student should submit his/her request to the next highest level. If the issue remains unresolved at the highest level indicated above, the student(s) should appeal to the Office of the Chancellor.

ADDITIONAL UNIVERSITY POLICIES AND REGULATIONS

Fayetteville State University [Policies and Procedures](#) are posted online by subject in the following categories:

- University-Wide
- Academic Affairs
- Business, Finance and Other Administrative Services
Employment
- Research
- Students
University Relations and Development
- UNC Policy Manual

Selected policies are discussed below. Students are encouraged to visit the policy website to become informed about all University policies.

ALCOHOL/DRUG POLICY

Alcoholic beverages and drugs are strictly prohibited on the campus of Fayetteville State University. This includes the possession, sale, distribution, and consumption of any alcoholic beverages and illegal drugs.

ELECTRONIC MAIL (E-MAIL) POLICY

Fayetteville State University provides to each student, free of charge, an electronic mail account that is easily accessible via the Internet. The university has established email as the primary mode of communicating with enrolled students about impending deadlines, upcoming events, and other information important to student progression at the university. Students are responsible for reading their email on a regular basis to remain aware of important information disseminated by the university. The university maintains open-use computer laboratories throughout the campus that can be used to access electronic mail.

Students making inquiries via email to FSU faculty and staff about academic records, grades, bills, financial aid, and other matters of a confidential nature are required to use their FSU email account. Each student is responsible for checking his/her FSU email regularly, maintaining communication with the University, and keeping a current address, including ZIP code and telephone number on file with the Office of the Registrar at all times.

FAMILY EDUCATIONAL RIGHTS AND PRIVACY ACT OF 1974 (THE BUCKLEY AMENDMENT)

The Family Educational Rights and Privacy Act of 1974 (FERPA), also known as the Buckley Amendment, guarantees certain rights to students and qualified parents regarding a student's education records. Fayetteville State University adheres to those statutory rights and has implemented this policy in order to comply. Specifically, students are afforded the following rights with respect to their educational records: 1. The right to inspect and review the student's educational records; 2. The right to consent to disclosure of the student's education records to third parties, except to the extent that FERPA authorizes disclosure without consent; 3. The right to request amendment of the student's education

records to ensure that they are not inaccurate or misleading; 4. The right to be notified annually of the student's privacy rights under FERPA and; 5. The right to file a complaint with the U.S. Department of Education concerning alleged failures by FSU to comply with the requirements of FERPA.

FSU will not release personally identifiable student information in education records or allow access to those records without prior consent of the students, except as provided by FERPA. Such consent must be written, signed and dated, and must specify the records to be disclosed, the party to whom the records are to be disclosed, and the purpose of the disclosure.

RELEASE OF DIRECTORY INFORMATION

Unless a student requests in writing to the contrary, FSU is permitted to release directory information without consent. FSU recognizes the following as directory information: a student's name, local and permanent address, email address, telephone number, enrollment status (undergraduate, graduate, full-time or part-time), date and place of birth, major field of study, dates of attendance, honors, degrees and awards (including scholarships) received, participation in officially recognized activities/organizations and sports, weight and height of members of athletic teams, and the most recent previous educational agency or institution attended. Under FERPA, a student has the right to request that the disclosure of directory information be withheld as long as the student is enrolled at FSU. If a student wishes to have the student's directory information withheld, the student should submit a written request to the Office of the Registrar. Directory information may be released without permission for students no longer enrolled at FSU unless that student, at his/her last opportunity as a student, requested otherwise. A student or parent may not use the right to opt out of directory information disclosure to prevent FSU from disclosing or from requiring a student to disclose the student's name, identifier, or institutional email address in a class in which the student is enrolled. A copy of the complete FERPA policies and procedures may be obtained online or at the Office of the Registrar, located on the third floor of the Lilly Building.

SEXUAL HARASSMENT POLICY

[Title IX](#) is part of the Education Amendments of 1972 to the 1964 Civil Rights Act and is enforced by the U.S. Department of Education. This federal law prohibits discrimination on the basis of sex in education programs or activities operated by recipients of federal financial assistance. Title IX applies to all participants of such programs, including students, parents and faculty/staff members. The purpose of Title IX is to help foster safe and respectful university environments that better protect students, faculty and staff from incidents of sex-based discrimination and sexual harassment, including sexual violence, relationship violence and stalking.

REPORTING A CONCERN, INCIDENT, OR TIP

Students with knowledge of an incident of Prohibited Sexual Conduct committed by or experienced by a University student are encouraged to report the incident to the [University Police](#), the Title IX Coordinator or the [Director of Student Conduct](#).

FSU's Title IX Office Reporting Options:

Visit: Barber Building 242

Call: 910-672-2325

Email: TitleIX@uncfsu.edu

TUITION AND FINANCIAL AID

ELIGIBILITY FOR FINANCIAL AID

Students who are admitted to degree programs are eligible for financial aid. Students enrolled as provisional/conditional acceptance, graduate certificate programs and professional development are not eligible for federal financial aid.

RESIDENTIAL STATUS AND TUITION ASSESSMENT

The state of North Carolina partially subsidizes the cost of North Carolina public college and university tuition for all students whose domicile, or permanent legal residence, is in North Carolina. Residency determination establishes if students should have in-state or out-of-state tuition. Because North Carolina residency status is governed solely by North Carolina statute, lack of eligibility for in-state status in another state does not guarantee in-state status in North Carolina. The residency status mandates only those who can demonstrate a minimum of twelve months of uninterrupted legal residence in North Carolina are eligible for in-state tuition.

If students believe they qualify as a North Carolina resident for tuition purposes, they will need to submit a [Residency Determination](#) with the NC Residency Determination Service. RDS completes residency determinations for all public institutions in North Carolina. They will only need to complete this process once for all of the NC public institutions to which they are applying.

If students do not complete a Residency Determination, they will be billed at the out-of-state tuition rate.

CHANGING OR APPEALING RESIDENCE AND TUITION STATUS

If students have any questions or would like to appeal their residency determination, they can contact RDS at:

NC Residency Determination Service
(844) 319-3640
rdsinfo@ncresidency.org
www.NCresidency.org

FUNDAMENTAL REQUIREMENTS OF LAW G.S. (116.143.1 (B))

To be eligible for classification as a resident for tuition purposes, the applicant for such classification must have resided in the State of North Carolina for a period of at least twelve months. Mere physical presence within the state for the prescribed twelve-month period, however, will not entitle the student to resident classification for tuition purposes. In addition, during the twelve-month period, the student must have been a domiciliary (legal resident) of the state.

MILITARY PERSONNEL AND DEPENDENTS

Any active-duty member of the armed services qualifying for admission to Fayetteville State University but not qualifying as a resident for tuition purposes shall be charged the in-state tuition rate and applicable mandatory fees for enrollment while the member of the armed services is abiding in this State incident to active military in North Carolina. Any dependent relative of a member of the armed forces who is abiding in North Carolina will be eligible to be charged the in-state tuition rate, if the dependent relative qualifies for admission to Fayetteville State University. In the event the member of the armed services is reassigned outside the State of North Carolina, the dependent relative shall continue to be eligible to receive in-state tuition and applicable mandatory fees so long as the dependent relative is continuously enrolled in a degree program.

Students (active duty, spouse, and dependents) complete residency [Residency Determination Service](#) and upload orders assigning duty station as North Carolina. Active-duty students (Army) request Tuition Assistance (TA) in Army Ignited Portal. Air Force students request TA via Air Force portal. Veterans after completing registration should send an email to veterans@uncfsu.edu requesting certification (include name, banner id, and semester in which GI BILL certification is needed).

GRADUATE STUDENT TUITION AND FEES

For more information on tuition, financial aid, and loans, visit the following websites:
<https://www.uncfsu.edu/paying-for-college/tuition-and-fees>

STUDENT SERVICES

CAREER SERVICES

[The Office of Career Services](#) at Fayetteville State University is an advocate committed to educating our diverse student and alumni population with group and individualized career development programs and services using the latest research and technology to support their preparation for graduate/professional school and the world of work.

The Office of Career Services is committed to assisting our students and alumni by our commitment to collaborative partnerships with local, regional, and national organizations and university partners to provide information, resources, services, and programs that enhance the matriculation and growth of our students and alumni. The Office of Career Services is located in Rudolf Jones Student Center (RJSC) 223 & 227. The telephone number is 910-672-1205 and the email address is careerservices@uncfsu.edu.

COPYING SERVICES

Network printers/copy machines are available in the library and in many computer labs and classroom buildings across campus. Students must use the last six digits of their banner number to access the printing and copying services.

COUNSELING SERVICES

Fayetteville State University's Center for Personal Development is located in the Spaulding Infirmary Building, Room 155. The Center offers individual and group counseling, workshops, personal/academic assessments and evaluations, substance abuse education and counseling services, and services to students with documented disabilities. The office hours are from 8:00 a.m. to 5:00 p.m. Monday – Friday.

DINING SERVICES

Aramark Dining Services offers the following four dining facilities on the Fayetteville State University campus:

Jones Dining Hall is located in Rudolph Jones Student Center. This all-you-care-to-eat restaurant is open for breakfast, lunch, and dinner Monday through Friday from 7:00 a.m. to 7:30 p.m. The Dining Hall is open shortened hours on weekends. Commuter meal plans are available; contact the Bronco Card Office in room 242 of the Rudolph Jones Student Center or call 672-1762 for more information <https://campusdish.com/>

C3 Express is conveniently located on the first floor of the Broadwell College of Business and Economics Building. ***C3 Express*** is a modular, mini-store offering ready-to-eat snacks, Krispy Kreme Doughnuts®, candy, salads, sandwiches, beverages (including Java City brewed coffee), and Chick-fil-A sandwiches daily from 11am to 1 pm (while supplies last). C3 Express accepts Declining Dollars, cash, Visa and MasterCard and is open Monday – Thursday from 7:00 a.m. until 6:30 p.m.; Friday from

7:00 a.m. until 5:30 p.m. Hours are subject to change.

<https://uncfsu.campusdish.com/en/LocationsAndMenus/C-3Express>

Bronco Grill is conveniently located in Rudolph Jones Student Center. The place to meet, greet and eat between classes! Choose from made-to-order burgers, chicken sandwiches, and more! Eat in or take out using Bronco Bucks! The Grill is open Monday-Friday 11:00 a.m.-10:00 p.m. Hours are subject to change.

<https://uncfsu.campusdish.com/en/LocationsAndMenus/BroncoGrill>

Java City, Chick-Fil-A, McAlister Deli, and Starbucks are among the other dining options.

DISABILITY SERVICES

The Center for Personal Development, working in conjunction with other areas of the university as well as community agencies and organizations, works to enrich the educational opportunities offered to students with disabilities. Students in need of assistance from the Center should complete the “Services for Students with Disabilities” form and return it to the Counseling and Personal Development Center, located in the Spaulding Infirmary Building, Room 155. The office hours are from 8:00 a.m. to 5:00 p.m. Monday – Friday. [Counseling and Personal Development Center \(uncfsu.edu\)](http://uncfsu.edu/counseling)

FINANCIAL AID

The Office of Financial Aid is located on the first floor of the Lilly Building on the west side of campus. The office is open Monday, Thursday, and Friday 8:00am-5:00pm and Tuesday and Wednesday 8:00 a.m.-6:00 p.m. Counseling is available by telephone Monday-Friday from 8:00am to 5:00pm. For more information, visit the Financial Aid website at <http://finaid.uncfsu.edu>. You can contact the office by calling 910- 672-1325 or 1-800-368-4210 (toll free) or by fax at 910-672-1423

HEALTH INSURANCE

The premium for the Student Medical Insurance Plan is included in the bill of each student enrolled in at least six (6) credit hours in a degree program on the main campus each semester. Graduate students who do NOT wish to be enrolled in the Student Medical Insurance Plan have the option of waiving the coverage. Students must waive the coverage by the announced deadline.

HEALTH SERVICES

[Student Health Services](#) is located in Spaulding Infirmary across from Seabrook Auditorium and is staffed by a full-time physician, part-time pharmacist, and five full-time nurses. All currently enrolled students who have paid the health fee are eligible for health care. There are no additional charges for services received in the Infirmary. Treatment of minor illnesses and injuries is provided. Students with major illnesses and injuries or in need of specialized services are referred to local clinics and hospitals.

These services must be obtained by students at their own expense or by using the FSU Student Medical Insurance Plan. The student is responsible for charges not covered by the Student Medical Insurance Plan. Fayetteville State University strongly encourages students to have accident and sickness insurance protection either through their personal policy or under the FSU Student Medical Insurance Plan. Graduate students who do not want the student health insurance have the option of waiving the coverage. Student Health Services is open Monday through Friday 8:00 a.m. - 5:00 p.m. Phone: (910) 672-1259 Email: Healthservices2@uncfsu.edu

LIBRARY

The library is committed to promoting the use of information resources by collaborating with faculty in developing information literate students who become life-long learners. In addition, the Chesnut Library assumes its special role as a major cultural resource for Fayetteville State University and the Southeastern region of North Carolina. For hours of operation and more information, visit <https://www.uncfsu.edu/library#> or call the Circulation Desk at 910-672-1231.

PARKING

The Transportation and Parking Division of the University Police enforces campus traffic and parking regulations, controls vehicle registration, and coordinates visitor parking for both private and common carrier vehicles. All members of the university community, including students, must register their vehicles. Vehicles must be registered with the Traffic and Parking Clerk between the hours of 8 a.m. and 4:30 p.m. Monday through Friday. Vehicles may be registered in the fall and spring semesters during class registration. Parking space is very limited, and the purchase of a permit gives a student the right to park on campus but does not guarantee a space. Fees are subject to change. Students are responsible for the protection of their valuables (e.g., stereos, TV's cash, etc.). The university is not liable for lost or stolen objects. Students should keep their vehicles locked and valuable items should be properly secured. Call 910-672-1726 for additional information.

PHOTO IDENTIFICATION CARD

According to university policy, all students must possess an official FSU Identification Card (Bronco Card). Students should obtain ID cards during registration of the first semester in attendance. Cards should be validated at the beginning of each semester. This card should be carried at all times and should be presented when requested by a university official. ID cards are not transferable. Students found transferring cards are subject to disciplinary action. An FSU Bronco Card is required to check out materials from the library, gain admittance to athletic events, utilize the Health and Physical Education complex, gain admittance to dances and other activities, obtain an FSU Yearbook, and for other purposes deemed appropriate by the university. Students are required to obtain a new card if their card is lost or stolen. Students are also required to obtain a new card if their name changes. A fee of \$20.00 is charged to obtain a new card. Students should pay the fee at the cashier's window located in the Business Office. Students may call 910-672-1762 for additional information.

POLICE SERVICES

The Fayetteville State University Police Department is located in the Mitchell Building on Martin Luther King Jr. Drive, and the telephone number is 910-672-1175. In case of emergency, call 910-672-1911. The Police Department is committed to protecting personnel, personal, and state property; creating a safe living and working environment; and maintaining order on campus. The Department offers a Student Safety Squad, Crime Prevention Program and Victim Assistance Program. For your safety, numerous Call Boxes are located across campus.

THE VOICE

The Voice is the official student newspaper of Fayetteville State University. The Voice is FSU's student newspaper that offers all students at FSU an opportunity to learn techniques in print and electronic journalism. Students can work in advertising, editing, newswriting, layout, photography, management, as well as other support areas

UNIVERSITY REGISTRAR

The University Registrar is located in Room 300, Lilly Building, located on the west side of campus on Stadium Drive. The telephone number is 910-672-2850. Visit [Office of the Registrar at Fayetteville State University \(uncfsu.edu\)](http://uncfsu.edu) to obtain information about registration, requesting transcripts, classroom building codes and names, class scheduling information, etc.

MILITARY AFFILIATED AND VETERAN STUDENT RESOURCE CENTER

[The Center](#) is located in Broadwell College of Business and Economics, Suite 230 on the second floor. For more information or to contact the VA advisor, call (910) 672-2643.

FAYETTEVILLE-CUMBERLAND REGIONAL ENTREPRENEUR-BUSINESS HUB

[The Fayetteville-Cumberland Regional Entrepreneur-Business HUB](#) offers support and resources to provide on-site, one-stop assistance to help entrepreneurs launch new enterprises, small business training, access capital, obtain certifications, bonding, and win government contracts. It is located at Bronco Midtown. For more information, call 910-672-1384.

GRADUATE COUNCIL

The FSU Graduate Council is charged with the responsibility of developing university-wide graduate policies, approving new graduate programs, and revising current graduate programs. All new programs, non-substantive, and substantive program revisions are submitted to the Council for review and approval before submission to the Provost and Vice Chancellor for Academic Affairs and the Chancellor for final approval.

The Graduate Council shall consist of one representative from each department having a graduate degree program, one graduate student (a graduate student will be selected from a school or college on a rotating basis), and ex-officio members (Assistant/Associate Deans, Deans, University Registrar, and Director of Admissions). The Provost and Vice Chancellor for Academic Affairs will appoint all members to the Council.

Persons serving on the Council by virtue of position (i.e., ex-officio) are considered to be permanent members. An academic department may recommend a change of its representative to the Provost and Vice Chancellor for Academic Affairs at the beginning of the academic year.

The primary functions of the FSU Graduate Council are to:

1. Advise the Provost and Vice Chancellor for Academic Affairs to ensure quality and integrity in issues that pertain to graduate education.
2. Recommend policies and procedures affecting graduate study, including, but not limited to curricula, graduate credit, and certification and degree requirements.
3. Review matters pertaining to graduate degree programs such as academic regulations, curriculum proposals, review of the catalog, and university-wide standards and procedures for graduate degree programs.
4. Consider and make recommendations concerning exceptions to graduate policy.
5. Review and act on all nominations for appointment to graduate faculty status.
6. Receive and review proposals for the planning and establishment of new graduate programs and program tracks.

ADMISSIONS COMMITTEE

The primary functions of the Admissions Committee are to:

1. Develop and recommend general policies and procedures pertaining to graduate student admission standards, registration, and retention;
2. Review exceptions to admissions policy and make recommendations relative to acceptance and rejection; and
3. Hear student appeals concerning admissions or re-admission and make recommendations on appeals to the Graduate Council.

PROGRAM AND CURRICULUM REVIEW COMMITTEE

The primary functions of the Program and Curriculum Review Committee are to:

1. Review, evaluate and make recommendations regarding graduate curricula and proposed programs;
2. Review proposed new or revised graduate courses; and
3. Receive and review data from department chairpersons regarding program evaluation and recommend changes as needed.

STUDENT AFFAIRS AND ACADEMIC APPEALS COMMITTEE

The primary functions of the Student Affairs and Academic Appeals Committee are to:

1. Review requests from the Dean of The Graduate School and academic units and hold hearings on graduate student academic or grade grievances; and
2. Review records and documents relative to the grievance and make recommendations for settlement to the Council.

ACADEMIC POLICY COMMITTEE

The primary functions of the Academic Policy Committee are to:

1. Review, initiate, and recommend policies, standards, and rules regarding graduate education;
2. Review academic procedures and make recommendations; and
3. Conduct periodic review of all publications germane to graduate education (e.g., handbook, catalogs and brochures) to ensure that policies and rules are clearly stated.

Graduate Faculty Review Committee The primary functions of the Graduate Faculty Review Committee are to:

1. Review applications and recommend faculty for graduate faculty status;
2. Review and conduct an annual review of each graduate faculty member; and
3. Review recommendations for removal of members from the graduate faculty.

Quorum and Voting

A quorum of the Council shall consist of a majority of voting members of the Council (i.e., ten of nineteen members). Only a graduate council member shall be able to vote. The Chairperson of the Graduate Council shall vote only in the case of a tie.

Parliamentary Authority

The rules contained in Robert's Rules of Order, Newly Revised, the latest edition, govern the meetings of the Graduate Council and its committees in all parliamentary situations.

MBA PROGRAM FACULTY AND STAFF

Full-Time Faculty

Dr. Burcu Adivar
Dr. Murat Adivar
Dr. Beth Hogan
Dr. Petur Jonsson
Dr. Robert McGee
Dr. Bolarinwa Ekezie
Dr. Connie Lightner
Dr. Beayong Lee
Dr. Paul Richardson
Dr. Meysam Manesh
Dr. Rodney McCrowre
Dr. Gavin Wu
Dr. Hamid Abbasi
Dr. Holda Kim
Dr. Mohsen Souissi
Ms. Veronica Feliciano

Adjunct Faculty

Dr. Majed Nehad Al-Ghandour
Dr. William Smith
Dr. Robert Felicio
Dr. Samuel Ghosh
Dr. Richard Gammans
Dr. Thomas Grant
Mr. Faker Zouaoui

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Administrators and Admissions & Operations Team

Dr. Burcu Adivar –MBA Program Director
Mrs. Berrak Walters –Operations Manager
Dr. Trencé McCrimmon – Academic Advisor
Ms. Stephanie Hart – Admissions Coordinator
Mrs. Rachel Johnson – Office Manager

GENERAL ACADEMIC INFORMATION

Business Analytics and Data Intelligence: This specialization demonstrates how statistics, information technology, management science and data visualizations all converge to actionable insights on a business intelligence platform. The concentration provides students with the perspective, skills, and methods for interacting with, and becoming an interface between business and data science professionals in companies. MBA program combines the core knowledge and concepts of business administration with technical aspects of data analytics over specific business intelligence platforms.

BUSINESS INTELLIGENCE AND DATA ANALYTICS CONCENTRATION					
	BIDA 630/MIS 630	BIDA 640	BIDA 650/MGMT 610	BIDA 660	BIDA 670
Analytics	Data Analytics	Big Data and Web Intelligence	Business Analytics	Executive Analytics with SAP BI	Advanced Business Analytics
	Descriptive and Predictive Analytics using JMP PRO	Text Analytics Social Media Analysis	Time Series Analysis (MS Excel & JMP)	SAP Predictive Analytics, Big Data Analysis	Forecasting with SAS
Visualization	Data Visualization and Exploration with JMP PRO	Bid Data Visualization Tableau Geographic Information Systems		SAP Lumira SAP Crystal Reports SAP Dashboards SAP BusinessObjects Design Studio	
Data Bases & Data Management	Data Cleaning and manipulation	AWS, Python, MySQL		SAP Business Warehouse SAP Query designer, Teradata	
BI Platform		Cloud & Distributed systems (Apache, Hadoop)		SAP Business Objects SAP ERP GUI SAP HANA	SAS Business Intelligence
Reporting	Delivering results and report generation using JMP Dashboards and JMP Journal	Generating social media analysis reports	Creating managerial reports to communicate analytical results	SAP Lumira SAP Crystal Reports SAP Dashboards	Managerial Reporting with Sensitivity Analysis and What if scenarios
Tools & Environment	JMP Pro 13.2.1 MS Excel	R, Python, MySQL, SAS Text Miner	MS Excel, SAS, Arena, GAMS	SAP, R, MS Excel	SAS
Techniques	Prediction, Classification, Clustering, and Association Rules	Text Mining Query design Web Scraping Google Analytics	Forecasting, optimization techniques, decision trees, simulation, heuristic methods	Integrated Data Gathering, Supervised Learning, Unsupervised Learning Techniques, Big Data	Large Scale Optimization, Network Optimization, Multi-criteria Decision Making, Heuristics
Certificates	<i>JMP ANOVA and Regression certificate</i>		<i>SAS Base Programming certificate</i>	<i>SAP recognition award</i>	<i>SAS Advanced Programming certificate</i>

Digital Enterprise and Cloud Management: This specialization is designed by the faculty members of Graduate and Professional Studies in Business to accommodate the growing demand for professionals with abilities to analyze and manage the digital transformation processes in business utilizing cloud management to efficiently accomplish these tasks. Students gain the skills to lead a digital enterprise, the ability to manage IT teams, and have expert knowledge of cloud management. Collaboration with business processes creates the need for professionals that understand and can lead the digital transformation.

	DECM 610	DECM 620	DECM 630	DECM 640	DECM 660
	Introduction to Cloud Technologies	Fundamental of Cloud Architecting	Managing Cloud Operations	Cloud Analytics and Machine Learning	Cloud Infrastructure & Development (elective)
Learning Outcomes	<p>Define the AWS Cloud</p> <p>Explain the AWS pricing philosophy</p> <p>Identify the global infrastructure components of AWS</p> <p>Describe the security and compliance measures</p> <p>Differentiate Amazon services</p> <p>Demonstrate when to use AWS database services</p> <p>Explain the architectural principles of the AWS Cloud</p> <p>Explore key concepts related to Elastic Load Balancing, Amazon CloudWatch, and Amazon EC2, Auto Scaling</p> <p>Python programming</p>	<p>Describe the business impact of design decisions</p> <p>Identify the design principles and best practices of the Operational Excellence and Reliability pillar</p> <p>Describe how to secure data at every layer in the application</p> <p>Describe the appropriate tools and services to provide security-focused content</p> <p>Select compute, storage, database, and networking resources to improve performance</p> <p>Evaluate the most important performance metrics for your applications</p> <p>Describe how cloud adoption transforms the way IT systems work</p> <p>Discuss how to design systems that are secure, reliable, high-performing, and cost efficient</p> <p>Describe principles to consider when migrating or designing new applications for the cloud</p> <p>Describe how to leverage the capabilities of cloud to support automation</p> <p>Describe database services for storing and deploying web-accessible applications</p> <p>Compare structured query language (SQL) databases with NoSQL databases</p> <p>Follow best practices to eliminate unneeded costs or suboptimal resources</p>	<p>Understand AWS infrastructure as it relates to system operations such as global infrastructure, core services, and account security</p> <p>Use the AWS Command Line Interface, and understand additional administration and development tools</p> <p>Manage, secure, scale compute instances on AWS</p> <p>Manage, secure, and scale configurations</p> <p>Identify container services and AWS services that are available for serverless computing.</p> <p>Manage, secure, and scale databases on AWS</p> <p>Build virtual private networks with Amazon Virtual Private Cloud</p> <p>Configure and manage storage options using the storage services offered with AWS</p> <p>Monitor the health of your infrastructure with services</p> <p>Manage resource consumption in an AWS account by using tags</p> <p>Create and configure automated and repeatable deployments with tools such as Amazon Machine Images (AMIs) and AWS CloudFormation</p>	<p>Describe big data analytical concepts</p> <p>Ingest, store, and secure data</p> <p>Query a data store with manual schema specification</p> <p>Query a data store with automated schema generation</p> <p>Load and query data in a data warehouse</p> <p>Visualize structured and unstructured data</p> <p>Automate loading data into a data warehouse</p> <p>Analyze unstructured data;</p> <p>Analyze IoT data</p> <p>Describe machine learning (ML)</p> <p>Implement a machine learning pipeline using Amazon SageMaker</p> <p>Use managed Amazon ML services for forecasting, computer vision and for natural language processing</p>	<p>Recall cloud computing services and models</p> <p>Describe developing on AWS</p> <p>Configure AWS Identity and Access Management for programmatic access</p> <p>Configure storage with Amazon S3 programmatically</p> <p>Develop with DynamoDB</p> <p>Explain caching</p> <p>Configure containers</p> <p>Develop event-driven solutions with Lambda</p> <p>Configure solutions with API Gateway</p> <p>Develop solutions with SQS and SNS</p> <p>Describe the use of Step Functions</p> <p>Identify best practice for building secure applications</p> <p>Identify best practice for deploying applications</p>
Preliminary Knowledge	<p>General IT technical knowledge</p> <p>General IT business knowledge</p>	<p>Completed AWS Academy Cloud Foundations or have equivalent experience</p> <p>Familiarity with cloud computing concepts</p> <p>A working knowledge of distributed systems</p> <p>Familiarity with general networking concepts</p> <p>A working knowledge of multi-tier architectures</p>	<p>Completed AWS Academy Cloud Foundations or have equivalent experience</p> <p>A working knowledge of at least one scripting language</p> <p>Familiarity with Linux, the command line and Application Programming Interfaces (APIs)</p> <p>Familiarity with virtualization and distributed computing</p> <p>An understanding of version control (e.g., Git)</p> <p>An understanding of data storage mechanisms such as SQL</p>	<p>General IT technical and business knowledge</p> <p>Experience scripting with Python or equivalent</p> <p>A basic understanding of statistics</p> <p>General understanding of online transaction processing (OLTP) system and an online analytical processing (OLAP) system.</p> <p>Familiarity with a database and a data warehouse.</p> <p>Simple data retrieval and manipulation queries with SQL.</p>	<p>Completed AWS Academy Cloud Foundations course or have equivalent experience</p> <p>A working knowledge of distributed systems</p> <p>Familiarity with general networking concepts</p> <p>A working knowledge of multi-tier architectures</p> <p>Familiarity with cloud computing concepts</p>
Tools	Python	OLAP, OLTP, SQL	APIs, Python, GitHub, SQL	Python, Shell scripts (SED, AWK), OLAP, OLTP, SQL	Python, Shell scripts (SED, AWK)
Prerequisite	-	DECM 610	DECM 610	DECM 610, BIDA 630	DECM 610
Certificates	<i>AWS Cloud Practitioner Certificate</i>	<i>AWS Solution Architect – Associate certification</i>	<i>AWS Systems Administrator – Associate certification</i>	<i>AWS Certified Big Data (optional)</i>	<i>AWS Certified Developer (optional)</i>

Elective Capstone Project: The elective capstone project is a partnership between MBA student teams, Broadwell College of Business and Economics, the Small Business Technology and Development Center and regional businesses. The goal of the alliance is to foster learning by both parties via the interactive exchange of ideas, data, study of the firm’s business processes and the firm’s competitive environment. The alliance will culminate in the development of strategic recommendations for the client from the MBA team.

The design of the learning alliance is win-win. The MBA teams can apply classroom theory and learning to a real business environment. There are specific deliverables to the client. MBA student teams will present an environmental analysis where they provide detailed information on the environment in which the firm operates. This includes an industry analysis, competitive analysis and consumer analysis.

The final deliverable is a growth/profit strategy for the client firm. Potential projects include:

- Market Focus Analysis, e.g., best target of firm's resources to increase sales
- Customer Profitability Assessment – CRM, e.g., identify most profitable customers and unprofitable ones
- New Product/Service Development
- New Market Entry (domestic or international)
- Restructure Supply Chain, e.g., electronic market places, formal relationships, necessary IT connections, etc.

Also, infrastructure recommendations to facilitate growth:

- Recapitalization for funding growth
- IT System's Needs – hardware, software, and process
- Organizational Structure – especially given changes to market focus
- Human Resources – evaluation and compensation

TECHNOLOGY REQUIREMENTS

Course Name	Exam Proctoring Platform	Require web-cam	Require microphone	Operating systems	Other technology requirements
ACCT 610 - Managerial Accounting	Proctorio	Yes	Yes	Windows or MAC OS	<ul style="list-style-type: none"> Ability to access Teams sessions and Connect (McGraw-Hill software)
BIDA 630 – Data Analytics	Respondus	Yes	Yes	Windows 10 or Higher or MAC OS 10.15 or newer	<ul style="list-style-type: none"> Minimum I5 2Ghz (or equivalent) processor and 8 GB RAM. 2 GB Drive Space Devices such as Gaming console, Chrome book, iPad, Amazon Fire will not meet the technical requirements of this course
BIDA 640 - Big Data and Web Intelligence	ProctorFree	Yes	Yes	Windows 10 or similar ones	PC or laptop that can support Windows 10.
BIDA 650 - Business Analytics	ProctorFree	Yes	Yes	Windows or MAC OS	
BIDA 660 - Executive Analytics and Business Intelligence	Respondus	Yes	Yes	Windows 7-10. There is no MAC version of the software we are using in this course. Students should have windows-based computers for this course. MacBook, Chrome book or other similar devices will not meet the technical requirements of this course.	<ul style="list-style-type: none"> Minimum Intel I5 2Ghz Processor (or equivalent) and 8 GB ram 6 Gb Drive space Devices such as Gaming console, Chrome book, iPad, Amazon Fire will not meet the technical requirements of this course
BIDA 670- Advanced Analytics Project	N/A	Yes	Yes	Windows 10 or Higher or MAC OS 10.15 or newer	
DECM 610- Introduction to Cloud Technologies	ProctorFree	Yes	Yes	Windows or MAC OS	PC or laptop that can support Windows 10.
DECM 620 - Fundamentals of Cloud Architecting	ProctorFree	Yes	Yes	Windows or MAC OS	PC or laptop that can support Windows 10.
DECM 630 - Managing Cloud Operations	ProctorFree	Yes	Yes	Windows or MAC OS	PC or laptop that can support Windows 10.
DECM 660 - Cloud Infrastructure and Development	ProctorFree	Yes	Yes	Windows or MAC OS	PC or laptop that can support Windows 10.