

RADFORD UNIVERSITY

Davis College of Business and Economics

Master of Business Administration

Student Handbook



“Your MBA faculty members are committed to your success and have the qualifications to lead you in this journey. They are academically qualified, with doctoral degrees in their disciplines from leading universities, maintaining their qualifications by publishing rigorous research and by consulting for professional organizations.”

Dr. Joy Bhadury Dean, Davis College of Business & Economics



Radford University is one of the elite business schools in the world that has achieved Association to Advance Collegiate Schools of Business (AACSB) International accreditation status. AACSB International accreditation represents the highest standard of achievement for business schools and is the hallmark of excellence in management education.

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Welcome from Dean Bhadury



I want to welcome you to the Radford University Master of Business Administration program. It is my distinct pleasure to encourage you to make the most of this opportunity and let your efforts take you to the heights you dream of reaching in your life and your career. Radford University is known as a caring community and you will come to see that influence in your time with us. Take advantage of all the support that Radford makes available, starting with your MBA Director, the staff of the MBA office, the faculty of the College of Business and Economics, and the Office of the Dean.

The mission of our MBA program is to provide an active learning environment in which responsible business professionals work collaboratively developing the skills to compete in the dynamic, global economy. Today's workplace rewards individuals with a working combination of analytics and innovation skills, which our program delivers in full force. We bring together a diverse student body that includes on-campus and online, full-time and part-time students, including many who are working professionals. Some students have traveled from distant lands to make the Radford University MBA their new learning home, while others completed their undergraduate studies here in the New River Valley.

Your MBA faculty members are committed to your success and have the qualifications to lead you in this journey. They are academically qualified, with doctoral degrees in their disciplines from leading universities, maintaining their qualifications by publishing rigorous research and by consulting for professional organizations. They will help you maximize the value of your graduate studies and the time and effort you put into the program. Almost every one of your MBA professors has earned their own MBA, so they have navigated the same challenges you now will encounter. The AACSB Accreditation held by Radford University provides the global stamp of approval for business education and distinguishes the degree you earn from the College of Business and Economics.

So, welcome to Radford University's MBA, where we **MAKE YOUR REASON OUR BUSINESS!**

Sincerely,

A handwritten signature in cursive script that reads "Joy Bhadury". The signature is written in black ink and is positioned above the typed name and title.

Dr. Joy Bhadury, Dean
Davis College of Business and Economics

Welcome from the Director of Graduate Programs and MBA Director Dr. Dogan

Hello and welcome to the MBA program!

As the Director of Graduate Programs for the Davis College, I am excited to work with you to ensure your success in our MBA program and beyond. Radford University aspires to be an innovative, student-centered institution, and our program works hard to reflect that dedication.



We are excited to take our AACSB-Accredited MBA Program to the next level by combining years of excellence in a traditional program with a cutting-edge online experience. To serve the needs of our students and the organizations, the graduate faculty worked with industry experts to redesign a unique fully-online MBA experience in which you thrive and make an impact in your organization.

The core curriculum of the MBA program is designed to build a strong foundation in core business disciplines with a focus on applied and experiential learning. You will have the opportunity to excel in areas of interest and elevate your Radford experience by taking a variety of elective courses. You can build deep competency in data-driven decision making by choosing a concentration in Business Analytics. You can also use your elective hours to earn a Graduate Certificate in Business Analytics jointly granted by Radford University and SAS, a worldwide leader in data analytics software.

Everything we do here at the Davis College begins and ends with student success in mind. Our dedicated faculty and staff are committed to make your experience valuable and position you for a successful career. We believe success comes as a team and we would like to welcome you as the newest member of our team.

I am confident that you will find your MBA experience a rewarding one here at Radford University.



The Purpose of This Handbook

The purpose of this handbook is to clarify what is expected of you as a student as well as what you can expect from the program to lay the groundwork for a successful Radford MBA experience. This handbook will familiarize you with the privileges, benefits, and responsibilities of being a student in the Radford MBA program. Please understand that this handbook only highlights and summarizes the relevant policies and practices. For detailed information, talk to the Radford MBA Office Staff.

The Radford MBA program, as with the rest of the world, is constantly changing to meet the evolving and increasingly complex business environment. As a result, these policies may be revised or supplemented throughout your Radford experience to better meet your needs as well as those of future Radford MBA students. Therefore, the policies can change at any time, for any

Radford MBA Overview

Experience business differently through the Radford MBA program through....

EXCELLENCE: A premier business education accredited by the AACSB

COMMITMENT: A faculty, staff, and university community dedicated to your success

COMPASSION: A flexible schedule to accommodate your work-life balance

PARTNERSHIP: A partner in your educational, business, and future goals through customized program to meet your business education needs

The Radford MBA is designed to be flexible and personal. Full time students can complete the program within 12 months but are permitted to take up to six years. Asynchronous sessions bring online students together for enhanced peer-to-peer and student-instructor engagement in a format convenient for working adults.

Radford MBA History

The graduate program in Business Administration was approved by the Radford Board of Visitors in November of 1979, and submitted for approval to the State Council of Higher Education. In 1982, the first cohort of MBA students at Radford University began the program of study resulting in nine students graduating with their MBA in 1984. The graduate program in business administration is offered by the College of Business and Economics at Radford University has been accredited by the AACSB since 1992. AACSB is the “gold standard” for business programs and estimates that less than 5 percent of the world’s business programs earn this level of quality to be accredited by AACSB. RU proudly remains part of this elite community.

Radford College of Business and Economics

Mission

Our mission is to provide an active learning environment that develops analytical and innovative business professionals for the dynamic global economy.



History

The study of business began at Radford University during the 1960s with the offering of Economics courses followed by the creation of the Economics major and the Department of Economics in 1969. During the 1974-75 academic year, coursework in other areas of business were added and the department was expanded to become the Department of Business and Economics. Continued growth in the business area resulted in the creation of the School of Business and Professional Studies in 1978. In 1982, graduate study in business began with the approval of the MBA program.

One of the historic buildings on the Radford campus, Whitt Hall, was renovated and rededicated in 1983 becoming the new home to the College of Business and Economics. In 1992, the College of Business and Economics received initial accreditation of its undergraduate and graduate programs from the Association to Advance Collegiate Schools of Business (AACSB). Both programs were reaccredited by AACSB in the Fall of 1997 and most recently reaffirmed in 2017-18.

As a part of Radford University’s 2010 Centennial activities, the university broke ground on a \$44 million, 110,000 square foot state-of-the-art building. The new home for the College was opened in August 2012 and in Spring 2016 was named Kyle Hall in recognition of Penelope Kyle’s 11 years of service as President of Radford University. In October 2018, the college was officially named the Sandra C. Davis and William C. Davis College of Business and Economics. Sandra C. and William C. Davis donated the largest gift in the history of the University to date.

7-Week Asynchronous Sessions

All MBA courses are offered in 7-week, asynchronous sessions. These courses are designed to be user friendly and flexible for students. Courses will be offered in 6 sessions throughout the academic year: Fall A, Fall B, Spring A, Spring B, Summer A, and Summer B. Students taking two courses per session will be able to complete their MBA in under 12 months.

Communication and MBA Office Contact Information

The majority of the communication between students and the MBA office will occur using the Radford email system. To activate your student email account, go to the Radford homepage (www.radford.edu) and click on the MyRU link in the upper right corner. Once on the MyRU page, select the account activation link directly under the login and follow the instructions. All MBA students are required to check this email on a regular basis.

You may contact us at:

MBA Office

P.O. Box 6956

Radford, VA 24142

(540) 831-6905

radfordmba@radford.edu

Dr. Can Dogan, Director of Graduate Programs

Sandi McGrady, MBA Associate

Your Program of Study

All students enrolled in MBA program will, at the time of admission, familiarize themselves with the basic requirements of the program. Students must fulfill all the requirements of the MBA program as published in the Graduate College Catalog. To review the requirements for your catalog year, please visit:

(<https://www.radford.edu/content/grad/home/admissions/graduate-catalog.html>)

Any changes to the program must be approved by the Radford MBA Director.

Each Radford MBA student is required to complete at least 36 semester hours of graduate coursework.

Required Courses for the MBA (36 credit hours)

Course Number & Title	Credits
ACTG 611 - Managerial Accounting (prerequisite to MGNT 685)	3
ECON 651 - Managerial Economics	3
MGNT 624 - Operations Management (prerequisite to MGNT 685)	3
MKTG 641 - Marketing Management (prerequisite to MGNT 685)	3
FINC 631 - Financial Management (prerequisite to MGNT 685)	3
MGNT 621 - Org, Behavior and Managerial Skills	3
MGNT 685 - Strategic Management	3
5 Approved Electives* or Analytics Concentration**	15

* Electives must be 600 level courses from the Davis College of Business and Economics unless otherwise approved by the MBA Director.

** The Analytics Concentration consists of the following 5 courses: MKTG 625 – Business Analytics Foundations, MKTG 630 – Predictive Analytics and Data Mining, FINC 651 – Financial Analytics: Applications for Data Analysis and Portfolio Construction, ECON 694 – Business Forecasting, and MGNT 622 – Prescriptive Analytics and Modeling

Electives- Tailoring Your MBA

Electives of at least 12 semester hours must be selected from the College of Business and Economics 600 level course. The Radford MBA Director must approve other graduate level electives outside the College of Business and Economics prior to enrollment of the course. Additionally, The Radford MBA must be completed by the end of the sixth academic year. This includes any approved MBA transfer credit.

Directed Study

The directed study is an opportunity to apply your acquired business knowledge to a work-based environment. Radford MBA students may enroll in up to two directed studies while pursuing their MBA, and 1-3 semester hours during any semester. Interested students should complete a request for directed study. All directed studies should support the mission of COBE to help the students to “experience business” by being an applied business experience.

The focus of the directed study is selected by the student and must be approved by the student’s supervising professor, the Radford MBA Director, and the Graduate Dean. A copy of the approved directed study request must be presented to the Registrar when enrolling in directed study. Approval of all paperwork should be obtained prior to the start of registration for the semester in which the directed study is to be performed. Directed study may be used as an elective in your MBA Program of Study. Students must have completed 12 semester hours before taking a Directed Study.

Study Abroad Opportunities

Radford MBA students can develop their awareness and knowledge of international business by participating in one of several optional summer trips organized each year. The Graduate Faculty has organized and lead students on trips to destinations, which include Belgium, China, Australia, Germany, Ireland, and Greece. Students may earn credit toward their degree by participating in one of these trips. Please stay attuned for information from your faculty or you may contact the Director of Radford International Education to discuss customized options.

Graduate Certificate in Business Analytics

Radford MBA students can earn a Graduate Certificate in Business Analytics by completing 4 specified electives in Analytics during their program. This option is open to students in the general MBA program as well as those seeking an MBA with a Concentration in Analytics. For more information on this certificate, please visit: <https://www.radford.edu/content/grad/home/academics/graduate-programs/mba/business-cert.html>

Class Schedule

Course offerings are posted on the MBA website at <https://www.radford.edu/mba-schedule>

MBA Course Schedule

	Fall A*	Fall B*	Spring A	Spring B	Summer A	Summer B
Core Courses	ACTG 611: Accounting for Decision Making and Control FINC 631: Financial Management MGNT 621: Organizational Behavior & Management Skills	MKTG 641: Marketing Management MGNT 624: Operations Management MGNT 685: Strategic Management	ACTG 611: Accounting for Decision Making and Control FINC 631: Financial Management MGNT 621: Organizational Behavior & Management Skills ECON 651: Managerial Economics	MKTG 641: Marketing Management MGNT 624: Operations Management MGNT 685: Strategic Management	ACTG 611: Accounting for Decision Making and Control FINC 631: Financial Management MGNT 621: Organizational Behavior & Management Skills	MKTG 641: Marketing Management MGNT 624: Operations Management MGNT 685: Strategic Management ECON 651: Managerial Economics
Analytics Electives	MKTG 630: Predictive Analytics & Data Mining FINC 651: Financial Analytics - Applications for Data Analysis & Portfolio Construction	MGNT 622: Prescriptive Analytics & Modeling ECON 694: Business Forecasting	MKTG 625: Business Analytics Foundations	MKTG 630: Predictive Analytics & Data Mining FINC 651: Financial Analytics - Applications for Data Analysis & Portfolio Construction	MGNT 622: Prescriptive Analytics & Modeling ECON 694: Business Forecasting	MKTG 625: Business Analytics Foundations
General MBA Electives**	FINC 635: International Finance MKTG 658: Service and Product Innovation	MKTG 671: Creativity in Business MGNT 630: Strategic Innovation	MGNT 671: AI & ML for Managers	FINC 635: International Finance MKTG 658: Service and Product Innovation	MKTG 671: Creativity in Business MGNT 630: Strategic Innovation	MGNT 671: AI & ML for Managers

*Fall A 2021 will offer ACTG 611 and FINC 631 only. Fall B 2021 will offer MKTG 641 and MNGT 624 only. After Fall 2021, the full rotation will be available according to the schedule.

**Students in the General MBA may take either General MBA Electives or Analytics Electives. Students in the MBA with a Concentration in Business Analytics must take the Analytics Electives.

Academic & Student Policies

Class Registration

Registration for the MBA classes is restricted to individuals who have been accepted into the MBA program or received approval from the MBA Director. It is highly recommended for graduate students to register for classes during the early registration period to ensure registration in desired classes. All scheduled MBA courses are subject to a minimum enrollment of 12. Students admitted into the MBA program (who have foundational knowledge deficiencies) must complete all deficiencies prior to enrolling in MBA courses.

Web Registration Instructions

1. Go to Radford homepage: www.radford.edu
2. Select the “OneCampus” icon
3. For new users: select “Account Activation” and follow the instructions. You will be returned to the Highlander Connection page.
4. Login- enter username and password
5. Select the “Academics” icon
6. On the “Academics” icon click “Course registration” to the right and click the blue “register now”

Expectations of Academic Work

The College of Graduate and Professional Studies monitors the quality standards of all Radford graduate work. **To graduate, the student must have a minimum 3.0 grade point average overall.** In addition, **every course in the Program of Study must be completed with at least a grade of C.** It is the policy of the graduate school that **a student is not allowed to have more than two C’s during their graduate studies or they will be dismissed from the Radford Graduate College.** Please refer to your Graduate College Catalog for specific policies and procedures governing this policy (<https://www.radford.edu/content/grad/home/admissions/graduate-catalog.html>).

The quality of work completed is recognized by the assignment of grade points to various letter grades. The student’s academic standing depends upon the number of semester hours of work successfully completed and upon the number of grade points accumulated. Radford University uses a four-point system in which points are assigned to grades as follows:

- A = 4.0 points
- A- = 3.7 points
- B+ = 3.3 points
- B = 3.0 points
- B - = 2.7 points
- C = 2.0 points
- F = 0 points

Per the graduate catalog, a student who has not met the minimum 3.0 grade point average in his/her Program of Study or overall, may, during their last semester, take up to six semester hours to make up the deficiencies. The Advisor, Department Chair, and Graduate College Dean must approve these courses.

If at any point a student earns a cumulative grade point average below 2.0, the student will be dismissed from the Graduate College. Further, if at any point a graduate student's grade point average in graduate courses falls between 2.0 and 3.0, the student will be placed on probation. A full-time student who is on probation must take a reduced course load of no more than nine semester hours of course work in a given term. A professional (part-time) student on probation may only take no more than five semester hours of coursework in a given term.

To return to good standing, a student must earn a minimum cumulative grade point average of 3.0 within the first nine graduate credit hours attempted after being placed on probation. A student who does not meet the minimum cumulative grade point average in that time period will be dismissed from the Graduate College.

Some graduate students may be admitted to their program under "Conditional" or "Conditional-Temporary" status. This means that they must satisfy specific conditions by the end of their first semester of enrollment. Some conditions govern academic performance and may include earning a specific cumulative GPA as well as earning a minimum specific grade in all courses attempted. If admission conditions are not satisfied by the end of the first semester of enrollment, the graduate student will be dismissed from their program.

More information on the "Conditional" and "Conditional-Temporary" policies can be found in the Graduate Catalog; however, please be aware that the MBA has more stringent policies governing the academic performance of students with "Conditional" or "Conditional-Temporary" admission status. Our policies are as follows: "Conditional" students must achieve a B or better in the first 3 courses (9 credit hours) of their program. These conditional admission policies supersede those outlined in the Graduate Catalog.

Not every first-semester graduate student is subject to admission conditions. If you are unsure of your admission status, or the academic performance conditions you may be held to, contact your program coordinator or advisor, or review your official acceptance letter from Radford University's Graduate College.

For more information regarding academic policies please visit:

<http://www.radford.edu/content/grad/home/admissions/gradute-catalog.html> and select the catalog for your current year.

Standards of Student Conduct

Graduate students are expected to act in an ethical manner appropriate to academic life and to meet the expectations expressed in the RU Standards of Student Conduct Handbook. The Radford Standards of Student conduct Handbook is available for review at: <http://www.radford.edu/content/student-affaris/home/dean-of-students/code-of-conduct.html>. Students are expected to become familiar with the content of this publication.

Withdrawal Procedures

The student may complete a withdrawal form in the Registrar's Office or notify the Registrar's Office in writing or via email that he or she wishes to withdraw from one or more (but not all) classes. The withdrawal is not complete until the Registrar's Office has been notified. Students must contact the Student Accounts Office located in Heth Hall to initiate a request for refund of tuition if the class was dropped prior to the census date. A student who drops a class prior to the conclusion of schedule adjustment will receive no grade. A student who withdraws from class after schedule adjustments but before the end of the 8th week of the semester will receive a grade of "W" (withdrawal). A student who withdraws from class after the 8th week in the semester will receive a grade of "F." A student may not withdrawal from more than three graduate classes. Anything beyond the third withdrawal results in an automatic "F." Further, a student can request one University withdrawal and one medical withdrawal over the course of your Radford career.

Title IX and Nondiscrimination Policies

Radford University is committed to providing an environment that emphasizes the dignity and worth of every member of its community and is free from harassment and discrimination based on race, sex, color, national origin, religion, age, veteran status, sexual orientation, gender identity, gender expression, pregnancy, genetic information, against otherwise qualified persons with disabilities, or based on any other status protected by law. Per federal Title IX regulations, as well as other federal and state regulations, Radford University prohibits discrimination and harassment in its educational programs and activities, on the basis of sex or any other protected class, by individuals subject to its control or supervision. This requirement to not discriminate in the educational program or activity of Radford University extends to admission. Inquiries about the application of federal Title IX regulations may be referred to Radford University's Title IX Coordinator, the U.S. Department of Education's Assistant Secretary, or both.

Resources

Academic Advising

Students are responsible for reviewing the graduate catalog and meeting all requirements and deadlines. The MBA Director is the official advisor for all MBA students. MBA Students who have questions about their change of status, graduation, or other requirements should consult with the Graduate College. This includes assistance with required paperwork, deadlines, etc. However, it is each student's responsibility to meet all deadlines and submit all required paperwork.

The Graduate College provides a repository of forms for students, include the Graduation & Participation Application and the Certificate Completion form. To locate these forms, please visit: <https://www.radford.edu/content/grad/home/forms-policies/student-forms.html>

Library Resources

The John Preston McConnell Library supports and enhances the university's academic programs by providing collections, access, and instructional services for students. Students are able to access databases and online periodicals from home as well as on campus. Currently, McConnell Library contains more than 500,000 print and electronic resources.

McConnell Library offers a wide range of services to students including borrowing of printed materials, reference and research assistance, access to computers, printers, and photocopiers, equipment checkout, interlibrary loan, and library survivor workshops. Further, the library offers graduate students a lounge located on the fifth floor in room 562 where graduate students can meet and have access to computers and a printer.

For more information on services offered by McConnell Library, please visit: <http://library.radford.edu>

Radford MBA Student Association (MBASA)

The MBASA is the campus organization for MBA students. The Radford MBASA utilizes the strengths of its students and alumni to enhance the post-graduate experience and the overall development of business students by providing intellectual, social, networking, and professional development activities that supplements program coursework. All students are encouraged to join the organization.

Desire to Learn (D2L) Instructions

All Radford University students are provided with an account in the D2L system. In order to access D2L, go to Radford University Homepage (<http://www.radford.edu>).

- Once at the homepage, select “OneCampus” link in the upper right corner of screen
- Enter your username and password when prompted to do so.
- Once you have logged in your OneCampus page, use the search bar to find the icon labeled Learning Management System (D2L). Click on the icon and you will be taken to the D2L website.
- Inside D2L you will find a list of classes you are currently enrolled. You are able to click on each one of your courses, which will take you to the homepage for that course. Along the top of the page are a series of menu items, which include the following:
 - Class List: provides a listing of each of the students within the course. Students can choose to click on the name of a particular student to send them an email. There is also a feature that allows you to send an email to everyone in the course.
 - Content: allows the professor to post the course syllabus, additional course materials, study guide, etc.
 - Assignments: enables professors to post assignments with specific deadlines associated with them. Students are able to download the assignment and post their completed submissions up until the deadline associated with the assignment.
 - Discussions: allows for students and the professor within a particular course to post discussion items that all parties are able to see regarding course topics.
 - Grades: contains a comprehensive listing of grades posted by the professor.

For questions or issues pertaining to D2L, please contact the D2L Helpdesk via email at d2lhelp@radford.edu

Davis College Laptop Requirement

All students taking one or more courses in the Davis College of Business and Economics must have a portable computer (you must be able to bring your computer to class if requested by the instructor of a course). The computer shall:

- meet Radford University recommendations, as specified by the Division of Information Technology
- run Windows operating system 10 or higher,
- be loaded with the most recent MS Office Suite of software applications for the Windows operating system,
- be compliant with RU security requirements for access to the RU computing network, including anti-virus software.