

Master of Business Administration: Online

Concentrations:

- **BUSINESS ANALYTICS**
- **HEALTH CARE MANAGEMENT**
- **MANAGEMENT**

Post-Bachelor's Certificates:

- **BUSINESS ANALYTICS**
- **HEALTH CARE MANAGEMENT**
- **MANAGEMENT**

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The FSU MBA Program offers students an opportunity to develop and enhance managerial skills necessary to succeed in a variety of organizational settings – today and tomorrow – in the corporate, small business, public or not-for-profit sectors.

Frostburg's MBA at a Glance:

- 36- to 42-credit hour program depending on prior academic background
- Accredited by AACSB
- 3 concentrations to choose from: Business Analytics, Health Care Management, and Management
- Online delivery modality
- 12-month completion with full-time enrollment
- 7 week sessions with 6 admission points a year
- GMAT or GRE required. Waiver is available. See waiver options.

Admission Checklist:

- Application
- Official transcripts (all colleges/universities)
- GMAT or GRE test (See waiver options for information to determine eligibility for waiver.)

Please submit all application materials to the Office of Graduate Services.

Who Should Apply?

FSU's MBA program is open to all students with an undergraduate degree from an accredited university. While it is specifically designed with the working adult in mind, the program is also relevant for those choosing to immediately continue their education after receiving an undergraduate baccalaureate degree.

The program is structured to support students with or without prior academic training in business fields.

Admission Requirements

To be eligible for full program admission, students must:

1. have a baccalaureate degree from a regionally accredited college or university;
2. submit qualifying GMAT test scores of 400 and 3.0 AWA or higher; (see waiver options below)

Please note that GRE test scores can be accepted in lieu of GMAT scores and will be converted to comparable GMAT scores.

GMAT Waiver option:

Waiver of the GMAT/GRE admission test is an option for students who meet the following criteria:

- a. have an advanced degree with a 3.0 GPA or higher based on a 4.0 scale
- b. have a bachelor's degree with a GPA of 3.25 or higher based on a 4.0 scale (no work experience required)
- c. have a bachelor's degree with a GPA of 3.0 or higher (based on a 4.0 scale) with three years of relevant work experience.
- d. have a bachelor's degree with a GPA of 2.75 or higher with five years of relevant work experience.

Waiver options should be requested with an accompanying resume highlighting relevant work experience.

Exceptions to GMAT/GRE Waiver Option: Students receiving graduate and/or undergraduate degrees from universities outside of the U.S. where English is not the official language and the primary mode of instruction was not English are not eligible for any of the above GMAT/GRE waiver options and must submit qualifying GMAT or GRE test scores and a course-by-course transcript evaluation from an accredited evaluation service providing degree equivalency and GPA.

Provisional admission:

If a student does not meet the above criteria, provisional admission will only be considered in exceptional cases and only after all admission documents, including the GMAT or GRE test scores, are received. Students without GMAT or GRE scores cannot be considered for provisional admission. Provisionally admitted students will be required to attain a grade of B or better in the first 12-15 credit hours in the program.

International students:

International students who are studying from their home country must be able to meet the above admission standards, as well as scoring 79 ibit or better on the TOEFL, 6.0 or better on the IELTS test or meeting other acceptable English language requirements.

Registration for courses:

Students with a GPA of 2.75 (as determined by official transcripts) or higher may register for courses for one semester as a non-degree seeking student before gaining admission to the MBA program while completing the application process with GMAT or GRE scores. Students that choose to register will have no guarantee of admission and must complete the admission process in its entirety prior to completing the first semester. If admissible scores are not provided by the end of the semester, the

student will be denied admission and will be unable to register for subsequent semesters. Students with a GPA below 2.75 are not permitted to register for courses until after completion of the application process and gaining admission.

Program Philosophy

This program embraces the assumption that managers must function within a dynamic environment of uncertainty and change. Success will be influenced by the capacity to sensitively scan the environment; to assess facts for their relevance; to formulate appropriate, informed and innovative decisions; and to implement actions for maximum effectiveness. The ability to persuasively communicate, founded on self-awareness and relating to others, is integral to this process.

Curricular Focus

All students will be exposed to a broad-based, generalist perspective of the organizational environment. This entails development of a foundational understanding of the functional components of organizational activity (e.g., accounting, finance, marketing, human resources and management), but within an integrated context. Students, additionally, choose among three concentrations that focus on honing professional skills and knowledge to align with a desired career path. These concentrations include **Business Analytics**, **Health Care Management** and **Management**.

Additionally, the program strives to assist in the development of the following:

- Leadership and ethical behavior
- A systems perspective
- The ability to analyze, synthesize and integrate
- An awareness of self and environment
- Commitment to ongoing professional development
- Effectiveness of communication
- Creativity/vision/the inclination to initiate
- Collaboration and effectiveness as a team member
- Technological sophistication
- An appreciation for ambiguity, uncertainty and equifinality
- A willingness to embrace and promote change/risk-taking
- A global perspective
- An attitude of professionalism

Program Structure

The 36-credit hour program offers eight core MBA courses to provide all students a well-rounded foundation to advance their careers in management. All students choose among three concentrations which offer four courses that focus on honing professional skills and knowledge to align with a desired career path. These concentrations include Business Analytics, Health Care Management and Management.

Students are eligible to enroll directly in the 36-credit program after successfully completing six credits in essential courses (the MBA essentials) or their equivalent as an undergraduate or graduate student. If you do not have the necessary prior course work in business, you will be required to complete up to a total of 42 credits to earn the MBA. Waiver of the 6-credit essential courses will be considered along with review of the official transcript. Students with undergraduate degrees in business administration are usually waived from essential courses.

Concentrations:

Business Analytics

The field of analytics is a rapidly growing area in all industries including government, education, healthcare, media, services and more. This concentration provides a series of four courses focused on developing critical analytical skills and understanding of using data for business improvement and decision making.

Health Care Management

Health Care is one of the fastest growing segments and the opportunities for students who hold an MBA with this concentration will be positioned to take on management level positions with the health and medical services industry, which is anticipating 17% job growth by 2024. The Health Care Management concentration complements the core business courses through four courses focusing on preparing students with the requisite knowledge to enter management level positions in the increasingly competitive, complex and demanding health care sector including hospitals, outpatient facilities and physician practices. Students with or without health care backgrounds can enter this concentration.

Management

The Management concentration is designed for students not focused on a specific industry but who want to develop a strong, well-rounded foundation that will prepare students to move into nearly any management level position. Whether you work in a corporation, small business or nonprofit organization, you will gain the knowledge you need to lead, manage resources and people and become a change agent.

Program Objectives

Graduates of the program will be able to:

1. Demonstrate skill and competence in written communication as such reflects their professional development.
2. Demonstrate knowledge and skills in understanding ethical issues and provide ethical leadership in a management setting.
3. Demonstrate the ability to identify problems, and to collect and analyze discipline-specific data in order to evaluate and propose alternatives, integrating all facets of their learning and apply them strategically.
4. Demonstrate the ability to persuade others and lead in an organizational setting that emphasizes ethical reasoning, critical thinking, and to influence successful outcomes.
5. Demonstrate the ability to identify mission-appropriate opportunities; effectively manage organizational resources, etc., in situations in which potential outcomes are unknown.
6. Demonstrate an understanding of how the global economy operates and to recognize how local decisions have global implications.

Program of Study

(36-42 credits)

MBA Essentials (6 credit hours)

(The Essentials courses are 3 credit hours each. If you have credit for equivalent courses as an undergraduate or graduate student, these courses are not required. At the time of admission, your previous course work will be evaluated, and you will receive a letter of acceptance indicating which of these courses you must complete.)

ACCT 507 Essentials: Accounting
MKTG 508 Essentials: Management and Marketing

Required MBA Core (24 credit hours)

ACCT	546	Managerial Accounting (<i>Prerequisite: ACCT 507 or waiver from course</i>)
ECON	511	Economics for Managers
FINA	610	Financial Management (<i>Prerequisite: ACCT 507 or waiver from course</i>)
MGMT	510	Leadership and Ethics
MGMT	542	Organizational Behavior (<i>Prerequisite: MKTG 508 or waiver from course</i>)
MGMT	621	Foundations of Analytics
MGMT	680	Strategic Analysis and Planning* (<i>Prerequisite: ACCT 546</i>)
MKTG	640	Marketing Management (<i>Prerequisite: MKTG 508 or waiver from course</i>)

Concentrations: Choose one of three (12 credits)**Business Analytics**

MGMT	622	Data Management (<i>Prerequisite: MGMT 621</i>)
MGMT	623	Data Analysis (<i>Prerequisite: MGMT 621</i>)
MGMT	624	Predictive Analytics (<i>Prerequisite: MGMT 623</i>)
MGMT	625	Prescriptive Analytics (<i>Prerequisite: MGMT 623</i>)

Health Care Management

MGMT	631	Health Care Management and Finance
MGMT	632	Health Care Policy, Law and Ethics
MGMT	633	Principles of Population Health Management
MGMT	634	Health Care Information Management Systems

Management

MGMT	512	Management Decision Analysis (<i>Prerequisite: BUAD 508 or waiver from course</i>)
MGMT	590	Special Topics in Management
MGMT	620	Strategic Human Resource Management (<i>Prerequisite: BUAD 508 or waiver from course</i>)
MGMT	623	Data Analysis (<i>Prerequisite: MGMT 621</i>)

*MGMT 680 must be taken in the last 6-9 credits of study.

Note: The College of Business has established a Global Experiential Learning program. Students interested in adding international travel to course options should check with the MBA coordinator.

Course Load and Scheduling

FSU's MBA program offers all courses in the fall and spring semesters. Summer session schedule traditionally includes all courses; however, this may vary based on demand. Students may take one to four courses per semester, and though it is possible to complete the program in 1 year attending full time, most students complete the program in 1.5 to 3 years. This program is designed to accommodate student progression at differential pace, depending upon the personal and professional demands on their time. It is recommended that students working full time should consider no more than two courses per session. Please be advised that as courses can fill up quickly, all students, particularly those graduating from the program, should register early to ensure placement.

Program Progression

Students must seek advising prior to registering for courses and should follow the recommended progression plans for each concentration.

The Class Experience

College of Business faculty bring a combination of "real world" and academic experience to the classroom to assist you in developing and enhancing the requisite skills and abilities needed to be a successful manager. Faculty will use a variety of teaching methods, including cases, projects, papers, team exercises, tests, etc., to realize the goals of the course. Student engagement and participation in the online environment is needed for learning to take place, and all classes emphasize interactions between faculty and students and among students. Online virtual classrooms are used in some courses to supplement and enhance content delivery.

Transfer Credit/Proficiency Credit

You may apply for transfer credit for up to three courses (9 credit hours) from another regionally accredited graduate program into the Frostburg MBA if you have received a grade of B or higher in the courses. To be accepted as transfer credits, the course work must be deemed essentially comparable to courses in this program and approved by the department chairs. Students should submit a copy of their transcript along with course descriptions and syllabi for evaluation of transfer requests. Proficiency credit or credit by exam is not an option with the following exception: students that hold an active CPA license or active CMA certificate may apply for proficiency credit/credit by exam for ACCT 546.

Administrative Features

All administrative features of the program have been simplified and can be completed by students as follows:

- All registration activities can be conducted through FSU's PAWS online registration system or by mail.
- Contact with the graduate program coordinator, instructors and administrative support may be accomplished via phone or email.
- Book ordering can be conducted online.
- All students are provided access (from personal PCs or program computer labs) to the University's library of online research resources (including access to 16,000 journals, as well as the ability to download and print out full-text copy of articles).

Technology Support

Frostburg's MBA program uses the Canvas platform. The Help desk offers technology support 7 days a week, 24 hours a day. Computer lab access is available for students who are within geographic proximity of the Frostburg main campus or at the University System of Maryland at Hagerstown (USMH) location.

Current MBA Students

To receive an MBA degree from FSU, students must meet the graduation requirements of the catalog in effect at the time of admission. Should students fail to register for 18 months, application for readmission will be required. Students must follow the admission requirements and degree requirements in effect in the catalog at the time of readmission.

Combined BS in Accounting/MBA online

This program is only available to students who have graduated or will graduate from FSU with a bachelor's degree in accounting.

The 153-hour combined BS/MBA program enables eligible students to complete FSU's BS in Accounting and MBA degree programs with 153 hours of academic credit. Separate pursuit of each of the above degrees would require a minimum of 156 hours of course work. All CPA exam candidates in many states, including Maryland, are required to complete 150 hours of academic credit. Completion of this combined BS/MBA program will meet all educational requirements for CPA exam candidacy in many states, including Maryland.

Eligibility requirements

- Declared accounting major at FSU, or FSU accounting graduate
- GMAT or GRE scores (see page 26 for GMAT/GRE score requirements for admission and waiver options)
- Major GPA of 2.5 or better at the time of application
- Application for admission to the 153-hour program approved by the Department of Accounting

Summary of Requirements for Combined BS/MBA Option

- Complete all requirements for baccalaureate degree in accounting. See the FSU Undergraduate Catalog.
- Complete the following additional MBA courses (33 hours):

Required MBA Core (21 credit hours)

ECON	511	Economics for Managers
FINA	610	Financial Management <i>(Prerequisite: ACCT 507 or waiver from course)</i>
MGMT	510	Leadership and Ethics
MGMT	542	Organizational Behavior <i>(Prerequisite: MKTG 508 or waiver from course)</i>
MGMT	621	Foundations of Analytics
MGMT	680	Strategic Analysis and Planning* <i>(Prerequisite: ACCT 546)</i>
MKTG	640	Marketing Management <i>(Prerequisite: MKTG 508 or waiver from course)</i>

Concentrations: Choose one of three (12 credits)

Business Analytics

MGMT	622	Data Management <i>(Prerequisite: MGMT 621)</i>
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Health Care Management

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MGMT	590	Special Topics in Management
MGMT	620	Strategic Human Resource Management <i>(Prerequisite: BUAD 508 or waiver from Course)</i>
MGMT	623	Data Analysis <i>(Prerequisite: MGMT 621)</i>

*MGMT 680 must be taken in the last 6-9 credits of study.

Note: The College of Business has established a Global Experiential Learning program. Students interested in adding international travel to course options should check with the MBA coordinator.

Business: Post-Bachelor Certificates (online)

Post-Bachelor Certificates:

- **BUSINESS ANALYTICS**
- **HEALTH CARE MANAGEMENT**
- **MANAGEMENT**

Frostburg State University offers three online Post-Baccalaureate Certificates (PBC), Business Analytics, Health Care Management and Management, designed to provide a pathway for those who are seeking to develop additional skills and knowledge for the purpose of career advancement and marketability. The PBC will improve marketability with employers, provide an opportunity to go deeper into a subject area for career advancement, or strengthen your chances of getting into a graduate school or program.

This certificate requires about half the coursework, time and tuition as a master's degree. The Health Care Management and Management certificates can be completed in as little as two semesters, while the Business Analytics certificate can be completed in 3 semesters. Students who successfully complete the PBC with a 3.0 GPA or higher can continue on to the MBA program and will have GRE/GMAT requirement waived. Students wishing to continue in the MBA program should apply during the last semester of enrollment in the PBC.

Admission requirements for the Post-Baccalaureate Certificates:

Applicants must have completed a bachelor's or master's degree from an accredited institution with a 3.0 GPA or higher.

Students with a 2.75 to 2.99 undergraduate GPA with five year of relevant work experience can be considered for provisional admission. Students meeting this criteria must provide a resume outlining relevant work experience.

Post-Baccalaureate Certificate Curriculum:

Post Baccalaureate Certificate in Business Analytics (12 –15 credits)

It is strongly recommended that applicants have a 200 level statistics course or strong statistical knowledge prior to entering this certificate program.

MGMT 621 Foundations of Analytics
 MGMT 622 Data Management (Prerequisite: MGMT 621)
 MGMT 623 Data Analysis (Prerequisite: MGMT 621)

And one of either below:

MGMT 624 Predictive Analytics (Prerequisite: MGMT 623)
 MGMT 625 Prescriptive Analytics (Prerequisite: MGMT 623)

Post Baccalaureate Certificate in Health Care Management (12 – 15 credits)

Students who do not have a degree in business or undergraduate coursework to meet the prerequisites may be required to complete 15 credits to include the MKTG 508 Essentials of Marketing and Management (3 credits) as part of the PBC requirements. A transcript review will determine if the applicant will require this course as part of the PBC.

MGMT 631 Health Care Management and Finance
 MGMT 632 Health Care Policy, Law and Ethics
 MGMT 633 Principles of Population Health Management
 MGMT 634 Health Care Information Management Systems

Post Baccalaureate Certificate in Management (12 – 15 credits)

Students who do not have a degree in business or undergraduate coursework to meet the prerequisites may be required to complete 15 credits to include the MKTG 508 Essentials of Marketing and Management (3 credits) as part of the PBC requirements. A transcript review will determine if the applicant will require this course as part of the PBC.

MGMT 510 Leadership and Ethics
 MGMT 542 Organizational Behavior
 MGMT 620 Strategic Human Resource Management
 MKTG 640 Marketing Management

Master of Education

Concentrations

- CURRICULUM & INSTRUCTION
- EDUCATIONAL LEADERSHIP
- INTERDISCIPLINARY PROGRAM
- LITERACY EDUCATION
- SCHOOL COUNSELING
- SPECIAL EDUCATION

Certificate Programs

- POST MASTER'S CERTIFICATE IN EDUCATIONAL LEADERSHIP
- POST BACHELOR'S CERTIFICATE IN LITERACY EDUCATION

Accreditation

FSU's programs are accredited by the state of Maryland under its Redesign for Teacher Education, recognized nationally by, and in compliance with, 14 professional content associations and by the National Council for Accreditation of Teacher Education.

Program Outcomes

Students who have successfully completed a M.Ed. program will have demonstrated:

- An understanding of the mission and function of education in a diverse, complex, society
- Attainment of skills needed for professional analysis, problem-solving and reflection
- Attainment of advanced knowledge of physical, cognitive, cultural and emotional development as related to the learning process
- Ability to conduct rigorous self-evaluation of professional and ethical behavior, practice and progress
- Attainment of extensive skills and knowledge in an area of specialization
- Ability to incorporate current research and technology within a specialization and related areas

Requirements and Regulations for All M.Ed. Students

Special Admission Criteria

Graduate admission is based on an undergraduate cumulative GPA from a regionally accredited institution, teacher certification or eligibility and submission of scores from the Praxis II, the National Teacher Examination or equivalent state certification testing in your field(s) of initial teacher certification, with the exception of School Counseling and the Interdisciplinary Program (see below).

To warrant full graduate admission to the M.Ed. degree programs, but not to specific concentrations that possess additional requirements, all applicants must have earned a cumulative GPA of at least 3.0, completed a bachelor's degree from a regionally accredited institution and submit a copy of teacher certification and/or

scores from NTE, Praxis II, GRE (Graduate Record Examination) or MAT (Miller Analogy Test). Provisional admission may be granted for students who have a cumulative undergraduate GPA of 2.75-2.99. Applicants with a cumulative undergraduate GPA of less than 2.75 may be considered individually for provisional status by the College of Education Academic Monitoring Committee. (See other additional requirements and standards for admission in the appropriate sections for each program.)

In addition, all applicants, except for School Counseling and Interdisciplinary Studies, must be eligible for, or hold, a teaching certificate. Admission criteria for the Master of Arts in Teaching may be found in the appropriate section of this catalog.

Applicants holding an advanced professional certificate prior to 1987 will not be required to take additional external measures for admission to graduate programs in the Educational Professions Department with the exception of those not meeting the GPA requirements for School Counseling.

Credentials of international students applying for admission to graduate programs in the Educational Professions Department will be evaluated on a case-by-case basis.

Study Plan

The study plan is a document required by specific areas of concentration within the Master of Education program for admission. You must meet with the graduate program coordinator to devise a study plan within the first semester of study whereby your educational goals and degree requirements can be achieved. The study plan is a list of courses that you must satisfactorily complete to meet degree requirements. Once the study plan is approved by your advisor and program coordinator, any subsequent changes must be approved by the aforementioned.

The following concentrations require the use of approved study plans:

- Educational Leadership, Literacy Education, Curriculum and Instruction, School Counseling, Interdisciplinary, Special Education

Basic Degree Requirements

In addition to the basic requirements for a master's degree found in the general regulations section of this catalog, you must meet the following requirements for the M.Ed. degree:

1. Your entire degree program of study must not be less than 30 credit hours with a minimum of 18 credit hours of the entire program of study taken in 600-level courses, 9 credits of which must be in the area of concentration.
2. You must successfully complete a research paper/project or thesis.

Degree Candidacy

Frostburg State University regards degree candidacy as an important element of the Master of Education degree program. The purpose of degree candidacy is to provide a formal mechanism as part of your program of study whereby your academic performance and progress toward completion of degree requirements are evaluated. This evaluation normally occurs at the midpoint of your degree program.

Conditions

You must apply for degree candidacy. Failure to apply for degree candidacy will jeopardize your registration for further courses. To apply for degree candidacy, you must:

1. Have completed no less than 15 credit hours or more than 18 credit hours taken as approved graduate credit from Frostburg State University
2. Have a cumulative GPA of at least 3.0 in the graduate courses taken at Frostburg State University

3. Have successfully completed the Professional Education Core (9 credits) with a grade of "C" or better as part of your first 15-18 credits from Frostburg State University or from approved transfer credits).
4. Have completed at least 6 of the 15-18 credits taken at Frostburg State University in your area of concentration
5. Demonstrate academic and professional qualities to the satisfaction of the members of your Master's Committee
6. Meet any additional requirements as specified by the area of concentration

Application Process for Degree Candidacy

1. At the appropriate point in time in your degree program (see Degree Candidacy conditions), you should secure an Application for Degree Candidacy from your graduate program coordinator.
2. The Application for Degree Candidacy is to be completed and returned to the graduate program coordinator.
3. The program coordinator will evaluate your performance through your first 15-18 credit hours of study and make a recommendation regarding your candidacy for the degree.
4. You will receive formal notification of the decision from your program coordinator. Denial to degree candidacy will result in dismissal. Dismissals can be appealed to the Dean.
5. You must demonstrate academic and professional qualities to the satisfaction of the program faculty.
6. You must meet any additional requirements as specified by the area of concentration.

Second Master's Degree

You may earn a second M.Ed. degree in another area of concentration. A maximum of 9 credit hours in professional education from the first degree may be applied toward the second degree.