Simmons School of Management

**Academic Information and Policies for the Masters in Business Administration (MBA), MBA in Health Care (HCMBA), Masters in Management Program (MSM), Masters in Communication Management (MCM), Masters in Health Administration (MHA) and the UG program**

August 7, 2014

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SOM MISSION, VISION and VALUES

The School of Management’s Mission

The Simmons College School of Management is a premier source of transformative business and professional education aimed at creating successful, principled leaders for the competitive business world of today and tomorrow. Our unique MBA program is designed to educate women to be powerful leaders in their chosen endeavors. Other SOM graduate programs educate women and men to be leaders in health care and to achieve success in a diverse group of management specialties. Our undergraduate business degree creates the opportunity for workplace success right out of college. Our faculty brings excellent teaching, research, and real world experience to their specialties. We generate cutting edge research and thought leadership in gender and diversity dynamics in organizations through our Center for Gender in Organizations and in health services research and policy through our Center for Research in Health Policy and Management. We are an authoritative resource and a key partner for organizations committed to strengthening their performance through the recruitment, retention, and advancement of women as organizational leaders.

The School of Management’s Vision

We are committed to educating students to be leaders who understand the necessity to be both exceptional at what they do, and principled in how they do it. We focus on students as individuals: we invest in their success and support them as they launch, advance and change their careers. We are committed to the advancement of knowledge and practice in management through superior, distinctive education and research. Our multiple programs incorporate rigorous, applied management education and entrepreneurial insights through classroom experiences and internships. Our programs integrate the strategic, functional, and behavioral aspects of management and our students gain the knowledge and analytical skills they need to successfully lead in dynamic, global environments.
The School of Management Values

- Strategic, rigorous, and experienced-based management education
- Decision-making supported by critical thinking and analytical skills
- Industry interaction that informs our teaching, offers internships and employment opportunities to our students, and creates value for our industry partners
- Problem-solving capability in complex environments under uncertain conditions
- Thought leadership and cutting-edge practice in analyzing, understanding, and addressing gender and diversity dynamics in organizations
- Ethical, socially responsible, and sustainable management practices that enhance both the performance of organizations and the welfare of society
- Innovation, change leadership, and entrepreneurship in the for-profit, nonprofit, and governmental sectors
- Faculty excellence in teaching
- Thoughtful integration of teaching, research, and practice
- The diversity of our students and the value that diversity brings to improving effectiveness in both the classroom and the organization
- Continuous improvement of teaching and of learning experiences in response to changing environments.
- A dynamic and committed community of faculty and staff
- A vibrant network of students, alumnae, employers, and partners as a critical resource for individuals and for the School

ACADEMIC INFORMATION FOR ALL SOM GRADUATE AND UNDERGRADUATE PROGRAMS

ACADEMIC PROGRAM GOALS BY PROGRAM

MBA Program Goals
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1. **Analysis and Decision Making:** Simmons graduates make effective and efficient decisions within ambiguous contexts. They base their decisions on critical reasoning, using quantitative analyses and other appropriate tools, technologies, and methodologies.

2. **Exercise of Leadership and Power:** Simmons graduates develop enhanced self-knowledge and skills to lead diverse teams and organizations to achieve desired results. They can diagnose the dynamics of gender and power within organizations to act influentially and negotiate their conditions for success.

3. **Strategies for Women and their Careers:** Simmons graduates understand the impact of gender on managing careers and develop personal career strategies that allow them to maximize their career potential.

4. **Global Perspective:** Simmons graduates understand the global context in which organizations operate. They can analyze the internal and external environments of organizations and use these analyses effectively for decision-making in global settings.

5. **Social Responsibility:** Simmons students will make ethical, socially responsible and fiscally sound decisions in their organizations and businesses.

**HCMBA Program Goals**

1. **Analysis and Decision Making:** Simmons HC graduates make effective and efficient decisions that are sensitive to ambiguous contexts and conflicting objectives among participants in the health care system. They base their decisions on available data and critical reasoning, utilizing quantitative analyses and other appropriate tools, technologies, and methodologies.

2. **Exercise of Leadership:** Simmons HC graduates develop enhanced self-knowledge and skills to lead diverse teams and complex organizations with diverse partnership models
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They can act influentially with clinicians and non-clinicians and negotiate their conditions for success.

3. **Performance Based Accountability:** Simmons HC graduates develop responsibility to self, to the success of their organization, and to the wellness of the entire community. They aspire to improved performance, seek always to measure performance achievement, are accountable for their actions, and operate in a transparent manner.

4. **Social Responsibility:** In the complex health care environment, there are many inequities. Simmons HC graduates are sensitive to these inequities and make ethical, socially responsible and fiscally sound decisions in their organizations and businesses.

5. **Health Industry Knowledge:** Simmons HC graduates demonstrate understanding of the health care system and the environment in which health care leaders function. They know how to apply that knowledge to leadership of health care organizations. They know how the forces of competition, policy, financing arrangements, technology, and strategic business partnerships are likely to influence organizational performance.

**MHA Offsite Program at Winchester Hospital: Program Goals**

1. Develop leadership and management competencies of working professionals in health care.

2. Be the program of choice for working professionals in health care.

3. Continue academic rigor and excellence.

**MCM Program Goals**

1. Ability to communicate effectively and ethically in a diverse multicultural world.
2. Ability to communicate effectively with internal and external stakeholders (financial, nonfinancial and technical information).
3. Ability to lead and manage the communications strategies and tactics in organizations.
4. Ability to research and evaluate communication effectiveness.
5. Ability to strategically use and understand new technologies and media.
6. Ability to understand and apply theories of communication.

**MSM Program Goals**

1. Explore management and leadership practices and theory that contribute to organizational efficiency and success.
2. Recognize the important managerial roles of responsibility, authority and accountability in organizations
3. Develop leadership and management skills and competencies for managing employees, facilitating project teams and communicating effectively within an organization
4. Recognize and articulate the role of diversity in organizational effectiveness
5. Examine current thematic issues that contribute to managerial excellence; social responsibility, creativity and innovation, and emerging communications technology.

**UG Management Program Goals**

Program Goal #1: Leadership
Simmons graduates, as members of a team or as individuals, are prepared to provide strategic and principled leadership within organizations.

*Learning objectives:*
1. Understand and apply norms of high performing team dynamics.
2. Understand and apply principles of team project management.
3. Understand and apply strategic and principled leadership.
Program Goal #2: Knowledge of the Disciplines
Simmons students understand the theory and practice of the various management disciplines, and can apply appropriate vocabulary, models, and frameworks to multiple functional areas in the context of organizations.

**Learning Objectives:**
1. Understand the underlying management theories in the various functional areas within an organization.
2. Demonstrate a variety of analytical tools in various functional disciplines.
3. Use appropriate discipline specific vocabulary to describe organizational structures, processes and behaviors.

Program Goal #3: Problem Solving and Analytical Thinking
Simmons graduates can analyze, think critically, and reason quantitatively in response to complex professional issues in global and technologically sophisticated environments.

**Learning Objectives:**
1. Use analytical skills to identify and diagnose specific organizational problem(s).
2. Generate and evaluate alternative solutions using creative and innovative problem-solving skills.
3. Make concrete recommendations supported by a detailed implementation plan.

Program Goal #4: Gender and Cultural Diversity.
Simmons graduates understand and appreciate the strategic and behavioral roles of gender and cultural diversity in organizations and are prepared to effectively manage their careers in context.

**Learning Objectives:**
1. Recognize and articulate the role of diversity and its impact on organizational effectiveness.
2. Identify and analyze personal and organizational issues and solutions
3. Develop personal career strategies as a woman to respond to a complex work environment.

Program Goal #5: Communication
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Simmons graduates can communicate effectively and professionally, choosing appropriately from a portfolio of written, oral, and visual techniques and styles to best convey a desired message to a selected audience.

Learning Objectives:
1. Demonstrate effective oral communication skills.
2. Demonstrate professional written communication skills.
3. Develop visual aids that support written communication and oral presentations.

Program Goal #6: Ethics and Social Responsibility
Simmons graduates bring integrity and ethics to organizations and are adept at applying a socially responsible lens to evaluate situations and implement solutions to complex societal and managerial issues.

Learning Objectives:
1. Reflect on the role and impact of personal social responsibility in community and organizations.
2. Identify and understand the ethical implications of organizational issues and managerial decisions.

SOM TRAVEL COURSES

SOM travel courses incorporate short-term, intensive overseas travel as part of the course design. Typically, classes are held both pre-travel and post-travel, and include relevant orientation to the country or region visited. Additional orientation is offered by the Simmons study abroad office, attendance at which is mandatory. Travel courses may be designed for different disciplinary areas. General learning objectives applicable to any travel course are as follows:
- to gain first hand experiences of businesses overseas
- to reflect on significant management issues in a global context
- to apply academic content gained at Simmons and extend in a cross-cultural context
- to gain competence and confidence as a global citizen
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- to develop connections and links to students, experts, and organizations operating overseas
- to develop student skills in teamwork, communication, and principled leadership through their interactions with other participants in challenging international environments
- learning objectives for the specific discipline should also be added as appropriate.

Normally, students will only take one course with the same course number. Students may petition the Program Director and/or the Associate Dean for Graduate Program for an exception to take the same course and travel to a different region.

SOM HONOR SOCIETIES AND ACADEMIC HONORS

Beta Gamma Sigma, Alpha Delta Sigma and Upsilon Phi Delta

Beta Gamma Sigma (BGS) is the premier honor society for students enrolled in business and management programs accredited by AACSB International (The Association to Advance Collegiate Schools of Business), the world’s top accreditation distinction for business schools. The Society’s membership comprises the brightest and best of the world’s business leaders and is drawn from students in the top academic ranks of their class. Joining more than a half a million members worldwide, Beta Gamma Sigma members receive benefits including lifetime access to 18 alumni chapters in major metropolitan areas across the United States and Hong Kong, as well as access to the BGS Career Central job board and an on-line membership community. This lifelong commitment to its members’ academic and professional success is defined in the Society’s mission: to encourage and honor academic achievement in the study of business, to foster personal and professional excellence, to advance the values of the Society, and to serve its lifelong members.

Alpha Delta Sigma is the honor society that is part of the American Advertising Federation for our marketing students. The requirements are that the student must be current in dues membership, be a senior, rising senior or graduate student, have taken at least two advertising or marketing courses, and have a minimum undergraduate GPA of 3.25 or graduate GPA of 3.60.
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_Upsilon Phi Delta_ is a select and distinguished national academic honor society for students studying healthcare administration. The organization's mission is to recognize, reward, and encourage academic excellence in the study of health administration. GPA’s are 3.8 and above.

**UG Departmental Recognition and Honors in Management**

An undergraduate student in one of the four School of Management majors qualifies for Departmental Recognition with a GPA of 3.5 or higher in management (MGMT) courses. Departmental Honors are offered to qualified students (3.5 or higher GPA in MGMT courses) subject to the College requirements.

**Graduate Honors**

The top 10% of every graduating class in the graduate programs will receive high honors or honors and diplomas get reprinted with the honors designation on it.

**ACADEMIC POLICIES**

**Assignments, Deliverables and other Course Requirements**

No required student assignments should be due after the last scheduled final exam of the semester. Normally, no major assignments should be due the day after a major vacation. Faculty may make exceptions to the above due dates with the approval of the relevant Program’s Associate Dean. Faculty members may allow students to build on previously submitted course assignments if appropriate. Students are responsible for checking with the faculty member.

Faculty members expect all students to take exams and submit all other course requirements at the scheduled time according to the syllabus. Students are expected to turn in all assignments on or before their due date. If the assignments are turned in late, the course instructor can choose to accept it with or without penalty. The faculty member’s policy should be included in the course syllabus or in written assignment instructions.

During the semester, faculty members normally return exams and papers or have them available for review within two weeks of their submission. At the end of a semester, the due
date for final grade submission will dictate when grading must be complete. Students should have an opportunity to see and discuss their graded examinations and papers. At their discretion, faculty members may require that all graded materials be returned and kept in the faculty office or the appropriate program office.

The Program Office will hold deliverables for one semester post graduation for students and any remaining deliverables will be shredded.

**Classroom Norms**
Faculty members should expect standards of professional behavior inside the classroom to enhance the learning experience for all students. Students should make every effort to arrive on time and stay for the duration of the class. Name cards should be used. Cell phones, and other portable communication devices must be turned off. Faculty members may make their own policy regarding laptop use in class. Students should be aware that faculty members may vary in their expectations of classroom behaviors. Students must ensure that they understand the norms and rules inside each classroom. The instructor should also be the first point of contact for any classroom issues or questions.

The SOM expects all students to show tolerance for the other’s point of view and express their own opinions respectfully.

**Student Participation and Classroom Decorum**
The primary mission of the Simmons College School of Management (SOM) is to educate our students to be successful and principled leaders in the business careers of their choice. To address these aspects of business education, the following constitute basic standards that we will expect students to follow within the SOM and elsewhere on the Simmons Campus.

Career success must be a joint effort on the part of the student as well as the SOM. Students must participate fully both in the classroom and in other opportunities provided by the SOM in order to experience the true value of the SOM education. Participation in Career Services events and career conferences, in interviewing opportunities and other counseling is essential to success, as is completing a resume in the desired format and within the appropriate
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deadlines. Students are expected to show a positive attitude toward these and other SOM activities, clubs, meetings etc.

Simmons College is committed to providing every student with a safe learning environment, and the SOM shares this commitment. Students should consider others in their choice of language and avoid demeaning comments, racial or ethnic slurs and other potentially offensive language. SOM Faculty strive to engage each student in the classroom and believe that the classroom should be an area for learning. Classroom participation is encouraged, and faculty members will establish rules regarding absence from class without prior notice. Students are expected to engage in activities in the classroom that do not interfere with the learning environment, including non-class related use of computers or phones, side conversations and other forms of disruptive behavior.

The SOM welcomes guests who are considering the SOM for their graduate program and want to attend a class. Admissions will work with faculty and host students to coordinate these visits. When students are presenting on a particular topic or organization, the host organization may want to attend the presentation. Students should work with their faculty on logistics and ground rules for their participation.

Simmons College values family life and has worked to develop policies that support families. However, given the importance of classroom work and the desire to promote an academic environment that facilitates focused learning, children should not be brought into classrooms or other instructional and student support areas. In the case of extenuating circumstances, faculty may consider requests for children to attend class with their student caregiver. Such requests must be approved by the faculty member in advance, and children must remain under the direct supervision of the SOM student at all times.

Course Evaluations
The Academic Programs Office is responsible for the distribution and collection of student course evaluations. As part of our continuous improvement efforts, student feedback on program goals, established course learning objectives and course content is very important to the SOM faculty and administration. Faculty will allot time for online evaluations near the end of the course for completing evaluations. Once grades are submitted, each instructor will have access to her or his course evaluations.

Disability Services
Simmons College is committed to the full participation of all students in its programs and activities. Although Simmons has no academic program specifically designed for students with disabilities who are otherwise qualified for admission, Simmons provides support services and reasonable accommodations when requested by students who qualify for them. Simmons College uses a team approach to provide support for students with disabilities.

http://simmons.edu/offices/disability/

Educational Rights and Privacy
Under the terms of the Family Educational Rights and Privacy Act (FERPA), student educational records must be protected. The student’s official transcript, financial aid records, letters of recommendation or reprimand, class schedules, records containing personal information about the student, program and college files, copies of e-mails, “unofficial” files, or any other educational material which is identifiable by student name or ID, are all private. Because of the complexities of FERPA, faculty members are encouraged to call the General Counsel or the Registrar with any questions they may have about FERPA.

Under the terms of the Family Educational Rights and Privacy Act (FERPA), schools and programs are not permitted to publicly post exam, assignment, or course grades in hallways or classrooms. Online postings on password-protected sites are allowed. Faculty members should NOT allow students to sort through stacks of graded papers or exams to retrieve their own papers or exams, even if the grade is not on the first page. For complete information on FERPA, go to http://www.simmons.edu/handbook/conduct/policies-procedures.php

Examinations
Faculty expect all students to take or submit exams at the scheduled times as stated on the course syllabus. Students should read their schedules and syllabi carefully when planning work related travel, conferences and other professional obligations in order to avoid conflicts.

In extenuating circumstances, the faculty member may allow an exam to be taken at a different time by a student. In these circumstances, the student is responsible for notifying the faculty member, the appropriate Program Chair and the Associate Dean for Administration and Academic Programs of the need to reschedule an exam well in advance of the scheduled date when possible. The Academic Program Office, after consulting the appropriate faculty member, will make arrangements with the student for an alternative testing date and time. The faculty member may give a different exam, change the delivery method of the exam, require a different deliverable, or otherwise adjust the exam as deemed appropriate. This decision is strictly up to the faculty member teaching the course.

**Legal Holidays and Religious Observances**

Evening classes may be held on all federal and state holidays during the semester. Students should check their syllabi closely for class meeting dates.

Classes may be held on religious holidays that are not legal holidays. Faculty and students should make reasonable accommodations to meet course requirements. Faculty members with conflicts have the option to have a guest speaker or have another faculty member teach the course in their absence.

Students who are unable because of their religious beliefs to attend classes or to participate in an examination, class, or work requirement for a particular day shall excused and provided with an opportunity to make up what they have missed. Religious accommodation is not discretionary and covers all religions and religious holidays.

**Netiquette**

Netiquette refers to the rules and guidelines of etiquette that govern online conversation. All students are expected to demonstrate the same professional behavior and mutual respect for faculty and colleagues in the online environment as they would demonstrate face to face.
Valuing Diversity

Simmons College is, first and foremost, an academic community whose primary goals are to prepare women and men who are well informed, open minded and sensitive of values. We, therefore, seek to create an atmosphere in which students learn to become actively engaged members of society and they develop the resources to lead rich personal lives. We hope to achieve these goals through an active and continuing exchange of ideas among students and faculty and the general college community.

To insure that Simmons attains these goals, Simmons has committed itself to the following principles:

- Simmons College supports the principle and spirit of equal employment opportunity for all persons, based on each individual’s qualification and fitness. In accordance with applicable law, the College administers its employment and personnel policies without regard to race, color, religion, national origin, sex, legally recognized handicap, or veteran status.

- Simmons College’s admission and financial aid policies are administered in accordance with the Education Acts of 1965. The College is committed to admitting students of any race, color, or national and ethnic origin to all the programs and activities generally made available to students at the College, including scholarship and loan programs, athletic programs, and other College-administered social, education and recreational programs, and student services.

- Simmons College subscribes to the policies set forth in Section 504 of the Federal Rehabilitation Act of 1973, which mandates equal opportunity for qualified handicapped persons in educational programs and activities.

- Simmons College strives to insure that all decisions concerning hiring and promotion of faculty and staff, or the educational progress of its students, are based on considerations appropriate to an academic institution and not on factors such as race,
color, gender, sexual orientation, religion, age, national origin, handicap, or veteran status.

- Furthermore, Simmons College is committed to creating an atmosphere within which the diversity of its members’ individual roles is met with understanding, respect, and encouragement, and where discrimination and harassment by any member of the faculty, staff, or student body against any other will be condemned and redressed. The College does not tolerate sexual harassment of employees or students.

- Complaints of discrimination or harassment should be addressed to the Simmons College Vice President or appropriate Dean for action.

ACADEMIC STANDARDS

Honor Code
As an academic community, Simmons School of Management attempts to provide an academic program and a learning environment that enhances student intellectual and personal development, preserves the rights of individuals and organized groups, and encourages individuality while affirming commitment to the community dimensions of college life. Attached is the link to our honor code. http://www.simmons.edu/handbook/conduct/honor-system.php

Integrity and honesty in the performance of all assignments and examinations both in the classroom and outside are essential. A student who cheats or submits work that is not his/her own violates the principle of high standards and jeopardizes the right to continue in any Simmons graduate or undergraduate program. The relationship between instructors and students requires cooperation and trust in maintaining the ideals and spirit of an honor code.

Students that use group work as a base for an individual assignment in the same course or another course are required to cite that paper in their references. If a student’s previous individual work is used, it should be cited as well. In either of these instances, it is imperative that the student check with the faculty member to make sure that substantial use of previous
work for the current assignment is allowed for that course. If there are any additional questions, it is the student’s responsibility to check with their faculty member.

Faculty may require that exams include the statement: “I have neither given nor received unauthorized help during this examination.” This statement can be written on the exam by the student, or preprinted on the exam; in either case the statement must be acknowledged and signed by the student.

Academic and community violations will be referred to the Simmons College Honor Board. If a student fails to comply with the Honor Code, the faculty member is obligated to follow the appropriate course of action as indicated in the Student Handbook. The Simmons Student Handbook or the Simmons College Catalog is the primary source for honor code and violation procedures. [http://www.simmons.edu/handbook/conduct/honor-system.php](http://www.simmons.edu/handbook/conduct/honor-system.php)

**Violations of the Honor Code**

**Cheating**
- This includes copying others’ work, collaborating without authorization, using crib notes or other unauthorized source materials during examinations, accessing and using others’ computer files without authorization, and violations of specific regulations from the instructor.

**Plagiarism**
- This is defined as intentionally or unintentionally using someone else’s work, works, thoughts, or ideas without giving proper credit. When a source is not cited, it is assumed that the works, work, thoughts, or ideas are the sole product of the author, i.e., the student. Plagiarizing includes handing in as one’s own work a paper on which a student has received extensive aid with substance and/or structure without acknowledging that help, as well as using one paper for more than one course without authorization to do so. Material used from outside readings, reference, or the like, must be noted by using footnotes, endnotes, or whatever notation devices are appropriate for the field of study. Direct quotations must be differentiated from the text by using quotation marks or using single-space indentation.
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- Students should be extra cautious to cite appropriately in courses that require both group and individual work within them. Students should always check with their faculty member about any questions in this area.

Misusing library resources
- This includes mutilating, stealing, deliberately mis-shelving, concealing, or defacing materials (marking, underlining, highlighting).

Misusing technology resources on computer software and hardware
- This includes stealing hardware/software, or the unauthorized reconfiguration of software programs.

Illegally duplicating software or violating software-licensing agreements
- Software license agreements prevent the duplication of any software application that an individual does not personally own. This excludes public domain software (shareware or freeware).

Violating copyright law
- Students are expected to follow the Simmons College Copyright Policy [http://www.simmons.edu/libraries/copyright.html](http://www.simmons.edu/libraries/copyright.html). While the policy is directed to employees of Simmons College, the SOM expects all its students to adhere to it as well.

Simmons College Hazing Policy
Simmons College adheres to and enforces the Massachusetts law that prohibits the practice of hazing and makes such behavior a crime. Simmons College prohibits hazing of any form by any member of the Simmons community or any student group, organization, or sports team. Violation of this hazing policy shall constitute a violation of the Honor Code of Responsibility and depending on the location of and individuals involved with a violation, cases shall be heard by the Honor Board, the Residence Campus Judicial Board, and/or the Social Activities Review Board. The current hazing policy is attached.

The text of the law, Massachusetts General Laws, c. 269, ss. 17, 18, & 19, is included in the link so each member of the Simmons community may understand the definition of "hazing" and the consequences of organizing, participating in, or witnessing and failing to report hazing. Persons observing hazing should immediately report the violation to the chairperson of the Honor Board or another member of the Student Life staff. In addition, all student groups, teams, and organizations shall provide written documentation each year to Student Life or another designated office that each member is aware of the law, has received a copy of it, and agrees to comply with it.

ADDITIONAL ACADEMIC INFORMATION FOR THE SOM GRADUATE PROGRAMS

ACADEMIC STANDARDS FOR ALL SOM GRADUATE PROGRAMS (MBA, HCMBA, MHA, MCM and MSM)

A degree will not be granted to any student whose final academic record includes:

- a grade of Failure in any course
- more than two C grades

In total, no student will be allowed to repeat more than two courses throughout his/her graduate program at the SOM. This total includes repeating courses where the student has earned a grade of F, or repeating courses where the student has earned a C. This total also includes courses taken either at Simmons or another institution.

A grade of F in a course

Any student who has received one or more failing grades will automatically be put into a formal academic review process (see below for details.) A grade of Failure requires that the student clear the grade of F before proceeding with any other SOM courses.

If the student intends to complete the course at the SOM, the student must register for the course again and is responsible for all tuition and fees.
Any request to take a course outside the SOM must be approved in advance by the appropriate Program Director and the Associate Dean for Graduate Programs.

Grades of F are not removed from the student’s transcript because the transcript is the written record of the student’s academic performance.

**Two grades of C**
Any student who has received two course grades of C will be placed on academic warning. A formal written Academic Warning will be sent to the student indicating that his/her academic progress is below the satisfactory levels, and that earning one additional C in a future course will automatically initiate a formal academic review process (see below for details.)

**Academic Warning and Academic Review Process**

If a student experiences difficulties during a course, it is the student’s responsibility to discuss his/her status with the instructor. Mid-semester warnings are not given to graduate students.

The SOM Academic Programs Office is responsible for tracking the academic progress of students, for notifying students of policy violations, and reporting to the Academic Review Committee as necessary.

- After the end of every semester, the SOM Academic Programs Office will prepare a summary report of all grades of C or F no later than the first week of the next semester.

- By the end of the first week of the next semester, the SOM Academic Programs Office will:
  - Notify any student who has accumulated a total of two C grades over the course of the program with a letter of formal Academic Warning. This letter will be sent by email to the Simmons email account of the student with a return receipt.
  - Notify any student who received any F grade, or who has accumulated more than 2 Cs over the course of the program with a letter indicating that a Formal
Academic Review (see below for details) has been initiated. This letter will be sent by email to the Simmons email account of the student with a return receipt.

**Academic Review Process**

Any student who has accumulated more than two course grades of C or any failing grade will automatically have his/her entire academic record and academic standing in his/her graduate program reviewed by the Academic Review Committee and not be allowed to continue in his or her program until the grade of F has been cleared, or one of the grades of C has been cleared. The Committee consists of the Associate Deans and several appointed faculty members who meet once per semester. Students are strongly encouraged to submit a personal statement discussing why they have performed poorly and what their plan for improvement is. Students are also encouraged to discuss any hardship that the committee might consider in their review of the student’s record.

Students with more than two accumulated course grades of C or any failing grade are not considered in good academic standing by the SOM. In such cases, the faculty, at its discretion, can decide on one of the following three courses of action:

1. **Temporary removal from degree candidacy:**
   - The student will be removed from degree candidacy, and will be required to retake courses to clear the F grade and/or the C grades in excess of the maximum limit before continuing in the program.
   - In the case of multiple Cs, (i.e. 3 C’s or more), the Academic Review Committee may designate the course(s) which they require the student to repeat. Courses may be taken either at the Simmons School of Management or at another AACSB accredited graduate institution. (See section below on repeating courses.)

   The student will be remitted to degree candidacy and allowed to re-enroll for the following semester only upon submission of a transcript to the Academic Programs office with a grade of B- or higher in the designated course(s).

2. **Exclusion from the program:**
A student who has been excluded from the program will be removed from degree candidacy and will be withdrawn from the program. If he/she wishes to continue any graduate studies at the SOM, the student must apply for re-admission. The SOM requires that the student wait a minimum of one year before re-applying to the program.

**Grades and Grade Point Average Translations for the Graduate Programs**

The Simmons School of Management uses grades to provide students with feedback on their overall performance in each course. All courses are graded on the basis of A, A-, B+, B, B-, C and Failure. An explanation of the grading system follows:

- **A** Outward performance in which the student’s classroom and written work has been consistently excellent. A=4.00
- **A-** Superior performance in which the student’s classroom and written work has been consistently very strong. A-= 3.67
- **B+** Very good performance in which the student’s classroom and written work has demonstrated mastery of course material. B+=3.33
- **B** Good performance in which the student’s classroom and written work has demonstrated competency in handling course material. B=3.00
- **B-** Minimally acceptable performance, which has been deficient in some respects. B-=2.67
- **C** Marginal performance, which has been deficient in many respects. C=2.00
- **F** Performance has not met minimal standards of the course. No credit will be given. F=0.00
- **I** INCOMPLETE: Student has not completed the course requirements by the end of the semester.
Grading Policies
A syllabus for each course is distributed at the beginning of a semester. Faculty will indicate on the syllabus what course requirements are (exams, papers, projects, etc.), the due dates, the expectations in regard to the honor code, the role of class participation, and how the final course grade is calculated.

Because courses vary in content and teaching approach, the grading process will differ from course to course and individual faculty members will also differ in applying their grading standards to student performance. The individual faculty member, using his/her best judgment, is solely responsible for grades in the course. Students must take all courses, including Internships and Independent Studies, for a letter grade.

Faculty members are responsible for posting their grades online by the deadlines established by the Registrar of the College, or by the SOM Academic Programs office. After the final deadline for such posting, the following grade change policies will apply.

If a faculty member issues a grade in error (such as a calculation or transcription error), and the student and the faculty member agree that the grade needs to be changed, the faculty member may initiate a grade change. The appropriate Program Director and/or the Associate Dean must approve this change. The change should then be submitted in writing to the SOM Academic Programs Office, who will notify the Registrar of the College to change the grade in question.

If a student has questions about a course grade for any other reason, he/she should make an appointment and speak with the individual faculty member within six weeks following the end of the semester. If a student wishes formally to appeal her grade, he/she should submit the appeal, in writing to the Program Director and/or the Associate Dean for Graduate Programs. A successful appeal must prove that the grade in question was awarded in a capricious and arbitrary manner, was based on ex post facto criteria, or was discriminatory.

ACADEMIC POLICIES FOR ALL SOM GRADUATE STUDENTS
Access to Online Learning Resources
A Program Chair or an SOM Associate Dean may grant access to Moodle after review and determination that access is necessary and appropriate, does not infringe on the activities of learners and faculty, and does not threaten the academic integrity of the learning. Although Moodle is not open to public access, it is not a private or confidential domain; neither students nor faculty should assume privacy within an online course.

Adding Courses/Switching Course Sections
After the first class, students need permission from the faculty member to add or switch sections. No switching of sections will be allowed after 25% of the course has been completed.

Attendance
Preparation and participation are important parts of a learning process that is not confined to simplistic recitation of case facts. Developing the ability to listen, to think on one’s feet, to respond intelligently to unexpected challenges, to concede error with some grace, and to see contradiction not as criticism but as a potential expansion of one’s habitual way of thinking are primary goals. It is expected that students will attend all class meetings for the courses for which they are registered. In general, students who attend less than 75% of class meetings will have their final course grade reduced. Instructor policy regarding course attendance is included in the course syllabus.

Audits
Formal audits must have the approval from the faculty member, the Program Chair and the Associate Dean for Administration and Academic Programs. This approval must be obtained before the first class. Students auditing a course are expected to attend all classes, and participate fully in class discussions and activities. There is a tuition discount for formal audits of 15%. Formal audits appear on a student’s transcript. Informal audits are not allowed.

Class Time Conflicts
No student will be allowed to register for two courses that have any classes scheduled at the same time.
Completing the Degree

Students must complete all degree requirements within five years of being admitted to the School of Management. This limit includes time spent on a leave of absence. A petition for an additional year may be requested through the SOM Academic Programs office for extenuating circumstances that require extra time.

The SOM gives no credit for failed courses. To meet the credit requirement for graduation, students must either retake the same course (in the case of a required course), or take the same or a different course (in the case of an elective). A failed course grade is not removed from the student transcript as the transcript is simply a written record of all work done at Simmons.

All courses taken at the SOM, including those taken in excess of graduation requirements, are included in a student’s GPA.

Students who are enrolled in coordinated degree programs such as the MBA/MSW program, or dual degree programs such as the MCM/GCS program will be eligible for all academic honors and awards and will be eligible to participate in all graduation ceremonies once all required SOM courses have been completed. For any award involving a GPA as the primary requirement, all SOM coursework must have been completed.

Course Substitutions

Students may petition for a course substitution based upon previous graduate level coursework. The petition process involves writing a letter outlining why a course substitution is being requested. The petition will go to the appropriate Program Director and then to the Associate Dean for Graduate Programs for approval. If the Associate Dean for Graduate Programs approves a course substitution, the student will complete an additional elective for the equivalent number of credit hours.

Course Waivers and Transfer Credits

MBA Program and HC MBA Program Waivers and Transfer Credits

While the SOM expects that students will take all or most of their coursework within the program to which they were admitted at Simmons College, entering students may apply for
limited course transfers and waivers. All transfer credit requests will be reviewed by the appropriate Program Director and then by the Associate Dean for Graduate Programs, in consultation with the relevant faculty members.

Petitions for either transfer credits start at the SOM Academic Programs Office. Accompanying documentation should include a grade transcript, a syllabus for the prior coursework, and a statement saying why the student feels the course credit should be transferred or why the course should be waived. Up to nine credits of coursework may be transferred in by an entering student, and up to two courses may be waived.

For transfer of credits:
• Courses must have been completed within the last three years.
• Student must have received a grade of B or better.
• Courses must be graduate level and from AACSB accredited (or equivalent) business programs, or CAMHE accredited for health care programs.
• Up to 12 credits earned in another masters level program may be transferred into an SOM MBA or HCMBA degree at the discretion of the Associate Dean for Graduate Programs or the HCMBA Program Director.
• Transfer credit only transfers credit, and not the grade. The SOM GPA calculation only includes work completed at Simmons.

In addition:
Entering MBA students may waive up to two courses. The MBA will generally only consider for waiver the following three courses: GSM 411 Economics, GSM 420 Financial Reporting and Analysis and GSM 415 Quantitative Analysis.

Entering HCMBA students may waive up to two courses. The HCMBA will consider for waiver MBAH420 Financial Reporting and Analysis or MBAH415 Quantitative Analysis. Based on a review with the HCMBA Program Director, students with relevant graduate level course work and extensive experience may be able to waive MBAH410 Health Economics or MBAH448 HC Information Technology.
Simmons School of Management

*Academic Information and Policies for the Masters in Business Administration (MBA), MBA in Health Care (HC MBA), Masters in Management Program (MSM), Masters in Communication Management (MCM), Masters in Health Administration (MHA) and the UG program*

August 7, 2014

For course waivers:
- Student must demonstrate prior relevant coursework.
- Student must pass a waiver exam with a grade of B or better within the first week of the first semester of the MBA or HC MBA program. A faculty member with expertise in the area will grade the waiver exam.
- Course waivers do not affect the number of course credits required for graduation.
- If the student successfully waives out of the course, normally, he/she will be required to substitute the course credit with an advanced elective.

HCA, MSM and MCM Waivers and Transfer Credits

While the SOM expects that students will take all or most of their coursework within the program to which they were admitted at Simmons College, entering students may apply for limited course transfers and waivers. All transfer credit will be reviewed by the Associate Dean for Graduate Programs, in consultation with the relevant faculty members.

Petitions for either transfer credits or course waivers start at the SOM Academic Program Office. Accompanying documentation should include a grade transcript, a syllabus for the prior coursework, and a statement saying why the student feels the course credit should be transferred or why the course should be waived. Up to eight credits of coursework may be transferred in by an entering student, and up to two courses may be waived.

For transfer of credits:
- Courses must have been completed within the last five years.
- Quarter hour credits transfer at two thirds of a semester hour.
- Student must have received a grade of B or better.
- Courses must be graduate level and from accredited (or equivalent) graduate programs.
- Up to 12 credits earned in another masters level program may be transferred into an SOM MBA degree at the discretion of the Associate Dean for Graduate Programs or the HC MBA Program Director.
- Transfer credit only transfers credit, and not the grade. The SOM GPA calculation only includes work completed at Simmons.
For course waivers:
- Student must demonstrate prior relevant coursework.
- Student must have a grade of B or better
- Course waivers do not affect the number of course credits required for graduation.
- If the student successfully waives out of the course, he/she will be required to substitute the course credit with an advanced elective.

Email Policy
All students are responsible for information sent to them using their simmons.edu address. Information about how to forward Simmons email is available through the technology web site.

Incompletes
Required course work must ordinarily be completed by the last day of final examinations. In extenuating circumstances, a student may request an “Incomplete” from the course instructor. “Extenuating circumstances” include deaths in the family, personal illness, and professional obligations that are demonstrably beyond the student’s control. A request for an Incomplete must include an outline of the student’s plan to complete the outstanding work and must be approved by both the student and the instructor. If approved by the instructor, the request should be filed with the SOM Academic Programs office. It is the student’s responsibility to monitor progress and satisfactorily complete the work.

If a student receives an Incomplete at the end of the semester, the SOM Academic Programs Office will automatically send out a reminder email within 15 days after course grades are due. The letter will be sent by email with return receipt.

Normally, students must clear the Incomplete no later than September 1 for the summer term, January 1 for the fall term or June 1 for the spring term. If a student is unable to do so within the stated time frame, the incomplete will become an F. Faculty have the option to set earlier deadlines for incompletes to be resolved.

See the section entitled “Prerequisites” above for the handling of incompletes in courses that are prerequisites for courses to be taken in a subsequent semester. If the course for which an
Incomplete is being granted is a pre-requisite for a course in which the student is registered in the following semester, the student must complete all outstanding work for the Incomplete by the end of the first week of classes in the following semester or will be withdrawn from any course requiring it as a prerequisite. All work must be delivered to the SOM program office.

If the student is going on a Leave of Absence or is not taking a sequential course that requires the course as a pre-requisite, students will have until October 1 for summer semester, March 1 for fall semester, and July 1 for spring semester to deliver all outstanding work. If any of these dates fall on a weekend or holiday, the due date for completing required work will be the first business day following the due date.

**Internships, Fieldwork, Practicum and Independent Studies**

Internships, fieldwork, practicum, and independent studies are all opportunities for graduate students to apply knowledge and skills from their graduate program to a self-directed learning experience. All internships, practica and/or fieldwork must be approved in writing in advance by an SOM faculty member willing to work with the student on the applied learning activity. These consent approvals will be required by the Academic Programs Office before the student will be registered for the course. Normally, only one internship, fieldwork, practicum or independent study course will count towards the SOM graduate program degree requirements.

**Internships, Fieldwork, Practicum**

Internships, fieldwork and practica are applied learning experiences that allow students to experience a business assignment within a host organization. Students take the lead to identify host organizations and a preceptor in that organization. Requirements include substantial time spent at the host organization and a deliverable of a substantial project deliverable. Only SOM faculty may supervise an internship, practicum or fieldwork.

**Independent Study**

Independent studies offer students the opportunity to spend considerable time over the course of the semester investigating an area of personal interest. Independent studies require substantial work and typically result in a research paper of a caliber that could be presented by the student at a conference and/or could be submitted for possible publication. There is a
minimum GPA requirement of a 3.5 or above for students to be eligible for an independent study. Students contemplating an independent study will take the lead in developing and completing the independent study through all phases including identifying a specific SOM faculty member willing to work on the project, conducting primary or archival research, and completing a 20-30 page research paper and bibliography.

**Leave of Absence**
Any officially registered and matriculated student may apply for a leave of absence for professional, academic or personal circumstances through the Academic Program Office. Normally, no more than a one year leave of absence is granted. Students should understand the impact of the leave on his/her program of study and know the date by which degree requirements must be completed. Students have 5 years from the first semester enrolled to complete the program. Any extension needs to be petitioned through the Associate Dean for Graduate Programs.

Any student who has received a loan for the College or Federal Financial Aid should meet with their counselor in advance of applying for a leave of absence, as there are often significant implications on funding and repayment terms.

**One Credit Courses**
No student will be allowed to take a one-credit option as part of a two or three credit course unless it is part of a curriculum wide transition plan and approved by the Associate Dean for Graduate Programs.

**Prerequisites**
Students must meet prerequisite requirements for courses prior to the start date of the class. Students, not faculty, have the responsibility for ensuring that these requirements are met. If a student wishes to petition for an exception to this policy, he/she must receive permission first from the course instructor and then from the appropriate Program Director and/or the Associate Dean for Graduate Programs.
All grades earned in a course will remain on the student transcript and be subject to the academic policy requirements even if a student has not met the pre-requisites.

If a student receives an Incomplete in a course that is a prerequisite for another course to be taken in the subsequent semester, the student must meet all remaining course requirements to clear the Incomplete within the first week of class. If the student does not clear an Incomplete in a prerequisite for any course within the allowable period, the SOM academic program office will automatically withdraw the student from that course.

**Repeating Courses**

**MCM, MSM and HCA Programs**
As an alternative to repeating a course within the Simmons MCM, MSM or HCA program, courses offered at accredited graduate schools can be used to repeat a course. Students must submit the course description and course syllabus to the appropriate Program Director and/or the SOM Associate Dean for Graduate Programs for approval. With the Associate Dean’s or Program Director written approval, the student may use a course toward degree requirements. The student must earn a grade of B- or better wherever the course is taken. As noted above, only two courses in total may be repeated within the MCM, MSM or HCA Program, and any course retaken outside of Simmons will not be counted toward a student’s GPA at the SOM; only the credits will transfer.

**MBA Program**
As an alternative to repeating a course within the Simmons MBA program, courses offered at AACSB accredited graduate schools of business (or equivalent) can be used to repeat a course. Students must submit the course description and course syllabus to the SOM Associate Dean for Graduate Programs for approval. With the Associate Dean’s written approval, the student may use a course from an AACSB school toward degree requirements. The student must earn a grade of B- or better wherever the course is taken. As noted above, only two courses in total may be repeated over the MBA program, and any course retaken outside of Simmons will not be counted toward a student’s GPA at the SOM; only the credits will transfer.

**HCMBBA Program**
As an alternative to repeating a course within the Simmons MBA program, courses offered at AACSB accredited graduate schools of business (or equivalent) or CAHME accredited graduate health management program can be used to repeat a course. Students must submit the course description and course syllabus to the HCMBA Program Director, who will forward to the Associate Dean for Graduate Programs for approval. With the Associate Dean’s written approval, the student may use a course from another program toward degree requirements. The student must earn a grade of B- or better wherever the course is taken. As noted above, only two courses in total may be repeated over the HCMBA program, and any course retaken outside of Simmons will not be counted toward a student’s GPA at the SOM; only the credits will transfer.

**Taking courses at other Business Schools or within other Simmons Graduate Schools**

MBA students may petition to take up to two electives in other graduate programs of business that are AACSB accredited (or equivalent) or within the graduate programs at Simmons. HCMBA students may petition to take up to two electives in other graduate programs of business that are AACSB or CAHME accredited (or equivalent), or within the graduate programs at Simmons. For each course approved, the student will receive three academic credits contingent upon a grade of B or better.

All electives taken at other institutions or within Simmons must be approved by the Associate Dean for Graduate Programs in advance of the starting date of the course. Course syllabi will be required for approval.

**Taking courses within the SOM but outside of your home program**

SOM students may petition to take up to two electives in other SOM graduate programs if the course is not already approved as an SOM cross-registered course. For each course approved, the student will receive three academic credits contingent upon a grade of B- or better. MCM courses are 4 credits.

All electives taken in a program other than the student’s home program must be approved by the Program Director and then by the Associate Dean for Graduate Programs in advance of the starting date of the course.
Technology Hardware and Software specifications
Students are strongly recommended to follow the College standards as it relates to computer hardware and software specifications. Most courses allow students to work from either a PC or Mac platform, but occasionally there is a course requirement that requires PC software.

Transferring from one SOM graduate Program to another SOM graduate program
Students will be required to formally withdraw from one program and be admitted to another program. Students should consult with the Associate Dean for Academic Programs and Administration as well as Admissions. Course credits will be evaluated on an individual basis.

Walking at May Commencement with unfinished degree requirements
Students who will finish their degree requirements no later than August and are within two courses of completion may petition to walk at Commencement. Approval is given from both the Program Office and the Registrar.

Withdrawal from a Course
Students may withdraw from a course up to the date of the final class session prior to final exam or final presentation date, whichever date comes first. No refunds are given after the official add/drop date posted by the College, and a “W” will be recorded on the transcript. If the student does not make a formal withdrawal before the deadline, a grade of “F” will be recorded on the transcript. A grade of W is not removed from a student transcript even if the course is repeated, as the transcript is only a written reflection of what has happened over the student’s time at Simmons. For the Tuition Refund Policy, please refer to the most recent SOM registration materials or the Student Financial Aid website. Recipients of financial aid must notify the Office of Student Financial Services before withdrawing from any course. Any change in status may result in the loss of eligibility for certain loan/aid programs and require repayment of any financial aid money distributed to the student.

DEGREE REQUIREMENTS-MBA PROGRAM

The Master of Business Administration (MBA) requires the satisfactory completion of all course work (48 credit hours for students in progress prior to September 2010, 52 credits for students
accepted September 2010-May 2012 and 54 credits for students accepted in September 2012 or later). Students must complete 48-54 credit hours of courses, including 40 credit hours of required courses and 8-12 credit hours of electives. 48 credits are required for students in progress before September 2010 and not opting for a concentration. 52 credits are required for all students entering September 2010-May 2012 and 54 credits are required for all students entering September 2012 or later. Grades are awarded on A, A-, B+, B, B-, C and F basis. Students who have not met and completed all degree requirements will be allowed to participate in graduation exercises only under very exceptional circumstances.

Course Requirements-Master of Business Administration
Math Competency Requirement
The SOM requires all students entering the MBA program who scored below the 25th percentile in the quantitative portion of the GMAT to take and pass a math competency test prior to the first day of Foundations in the MBA program.

Students have three attempts to pass the math competency exam. If a student does not successfully pass the math competency test with a grade of 80% or higher in each section, and has taken the test three times, the student will be required to slow down her program of study. If the program of study is slowed down, it also may delay a student’s expected graduation date.

Excel Requirement
The SOM requires all students entering the MBA program to take and pass an Excel requirement prior to the first day of Foundations in the MBA Program. This exam is housed within a Harvard Business school spreadsheet course and passing the pre-test with a grade of 50% or higher is the requirement. Students can enroll in this spreadsheet course at any time after they deposit and they are allowed to study and retake the pre-test as many times as necessary before Foundations begins. If the program of study is slowed down, it also may delay a student’s expected graduation date.

Technology Fluencies
Students are expected to possess the technology competencies necessary for success in an MBA Program. These competencies have been defined by the faculty within individual courses
and approved by the Curriculum Committee that are necessary for success in the MBA program.

### MBA Course Requirements: Prior to Fall 2012: 48-52 credits

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>GSM 403</td>
<td>Foundations of Business</td>
<td>0 cr.</td>
</tr>
<tr>
<td>GSM 411</td>
<td>Economic Analysis for Managers</td>
<td>2 cr.</td>
</tr>
<tr>
<td>GSM 412</td>
<td>Business, Government and the Global Economy</td>
<td>3 cr.</td>
</tr>
<tr>
<td>GSM 415</td>
<td>Quantitative Analysis</td>
<td>3 cr.</td>
</tr>
<tr>
<td>GSM 420</td>
<td>Financial Reporting and Analysis</td>
<td>3 cr.</td>
</tr>
<tr>
<td>GSM 421</td>
<td>Managerial Accounting</td>
<td>3 cr.</td>
</tr>
<tr>
<td>GSM 425</td>
<td>Marketing Management</td>
<td>3 cr.</td>
</tr>
<tr>
<td>GSM 426</td>
<td>Strategy 1</td>
<td>1 cr.</td>
</tr>
<tr>
<td>GSM 430</td>
<td>Technology and Operations Management</td>
<td>3 cr.</td>
</tr>
<tr>
<td>GSM 431</td>
<td>Information Technology</td>
<td>2 cr.</td>
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<tr>
<td>GSM 435</td>
<td>Finance</td>
<td>3 cr.</td>
</tr>
<tr>
<td>GSM 440</td>
<td>Strategy II</td>
<td></td>
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<tr>
<td>GSM 441</td>
<td>Leadership, Governance and Accountability</td>
<td>2 cr.</td>
</tr>
<tr>
<td>GSM 450</td>
<td>Career Strategies</td>
<td>1 cr.</td>
</tr>
<tr>
<td>GSM 455</td>
<td>Leading Individuals and Groups</td>
<td>3 cr.</td>
</tr>
<tr>
<td>GSM 460</td>
<td>Communication Strategies</td>
<td>1 cr.</td>
</tr>
<tr>
<td>GSM 465</td>
<td>Leading Organizational Change</td>
<td>3 cr.</td>
</tr>
<tr>
<td>GSM 470</td>
<td>Negotiation and Conflict Management</td>
<td>2 cr.</td>
</tr>
<tr>
<td>GSM 5XX</td>
<td>Electives (8-12 credits in total; many have prerequisites)</td>
<td>3 cr.</td>
</tr>
</tbody>
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### MBA Course Requirements- Fall 2012 and after-54 credits

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
</tr>
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<tbody>
<tr>
<td>GSM 411</td>
<td>Economic Analysis for Managers</td>
<td>3 cr.</td>
</tr>
<tr>
<td>GSM 412</td>
<td>Business, Government and the Global Economy</td>
<td>3 cr.</td>
</tr>
<tr>
<td>GSM 415</td>
<td>Quantitative Analysis</td>
<td>3 cr.</td>
</tr>
<tr>
<td>GSM 420</td>
<td>Financial Reporting and Analysis</td>
<td>3 cr.</td>
</tr>
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</table>
Simmons School of Management

*Academic Information and Policies for the Masters in Business Administration (MBA), MBA in Health Care (HC MBA), Masters in Management Program (MSM), Masters in Communication Management (MCM), Masters in Health Administration (MHA) and the UG program*

*August 7, 2014*

<table>
<thead>
<tr>
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<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>GSM 421</td>
<td>Managerial Accounting (Prerequisite: GSM 420)</td>
<td>3 cr.</td>
</tr>
<tr>
<td>GSM 425</td>
<td>Marketing Management (Pre/co-requisite: GSM 415, GSM 420, GSM 411)</td>
<td>3 cr.</td>
</tr>
<tr>
<td>GSM 427</td>
<td>Strategic Thinking and Analytical Decision Making (Prerequisite: GSM 420)</td>
<td>3 cr.</td>
</tr>
<tr>
<td>GSM 430</td>
<td>Technology and Operations Management</td>
<td>3 cr.</td>
</tr>
<tr>
<td>GSM 435</td>
<td>Finance (Prerequisites: GSM 411, GSM 415 and GSM 420)</td>
<td>3 cr.</td>
</tr>
<tr>
<td>GSM 440</td>
<td>Strategic Management Capstone (Prerequisites: GSM 421, GSM 425, GSM 430, GSM 435, GSM 465, and pre/co-requisites GSM 412, GSM 442)</td>
<td>3 cr.</td>
</tr>
<tr>
<td>GSM 442</td>
<td>Financial Capstone</td>
<td>3 cr.</td>
</tr>
<tr>
<td>GSM 455</td>
<td>Leading Individuals and Groups</td>
<td>3 cr.</td>
</tr>
<tr>
<td>GSM 465</td>
<td>Leading Organizational Change (Prerequisite: GSM 455)</td>
<td>3 cr.</td>
</tr>
<tr>
<td>GSM 470</td>
<td>Negotiation and Conflict Management (Prerequisite: GSM 455)</td>
<td>3 cr.</td>
</tr>
<tr>
<td>GSM 5XX</td>
<td>Electives (12 credits in total; many have prerequisites).</td>
<td>3 cr.</td>
</tr>
</tbody>
</table>

**Pre-MBA Students and Competency Requirements**

Students who enroll as Pre-MBA students are strongly encouraged to take either the Math Competency Test or Math Boot Camp during the semester they are enrolled, as well the Excel requirement. As a pre-MBA student you are not required to complete these competency requirements until you have been accepted into your MBA Program unless the course you are taking is a quantitative course. If you are enrolled in a quantitative course as a Pre-MBA, the Excel and math competencies are required. All competency requirements must be completed by the first day of Foundations in the semester you have been accepted.

**Concentrations-MBA (Prior to Fall 2014)**

Students need a minimum of 9 credits within a concentration to satisfy the concentration requirements. All concentrations have different requirements within them. Required courses for each concentration are listed below:

- **Business and Financial Analytics**
  - GSM 520 Strategic Performance Measures OR
  - GSM 535 Financial Modeling

- **Marketing**
  - GSM 526 Research Design and Analysis
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Sustainability/CSR
- GSM 516 Sustainability Analysis and Reporting or GSM 505 Sustainability and Strategy
- GSM 512 Corporate Social Responsibility

Non Profit
- GSM 561 Non Profit Management
- GSM 560 Financial Management in Non Profit Organizations
- GSM 563 Philanthropy, Policy and Fundraising in the Non Profit sector

E-Ship
- GSM 570 Creativity Innovation and Entrepreneurship
- GSM 571 Business Plans
- GSM 5xx designed with your Eship concentration advisor

Health Care
- MBAH 480 The Health System
- MBAH 410 Health Economics OR
- MBAH 436 Health Financial Strategy
- GSM 5xx or HCMBA 5xx designed with your HC concentration advisor

Organizational Leadership
- GSM 553 Gender, Diversity and Leadership
- GSM 551 Principled Leadership
- GSM 511 Culturally Intelligent Leadership

For students graduating in January, you should have all concentration forms into the Programs Office by October 1. For students graduating in May, the final date to declare concentrations is March 1.

Concentrations-MBA (Fall 2014 and later)
Students need a minimum of 9 credits within a concentration to satisfy the concentration requirements. All concentrations have different requirements within them. Required courses for each concentration are listed below, but concentration chairs can approve exceptions.
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Academic Information and Policies for the Masters in Business Administration (MBA), MBA in Health Care (HCMA), Masters in Management Program (MSM), Masters in Communication Management (MCM), Masters in Health Administration (MHA) and the UG program

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<table>
<thead>
<tr>
<th>Financial Analysis</th>
<th>GSM 520 Strategic Performance Measures OR GSM 535 Financial Modeling</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marketing</td>
<td>GSM 526 Research Design and Analysis</td>
</tr>
<tr>
<td>Entrepreneurship</td>
<td>GSM 570 Creativity Innovation and Entrepreneurship GSM 571 Business Plans GSM 5xx designed with your Eship concentration advisor</td>
</tr>
<tr>
<td>Healthcare Management</td>
<td>MBAH 480 The Health System MBAH 410 Health Economics OR MBAH 436 Health Financial Strategy GSM 5xx or HCMA 5xx designed with your HC concentration advisor</td>
</tr>
</tbody>
</table>

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**DEGREE REQUIREMENTS-HEALTH CARE MBA PROGRAM**

The Health Care Master of Business Administration (HCMA) requires the satisfactory completion of all course work: 54 credits. Students must complete 48 credit hours of required courses and 6 credit hours of electives. Grades are awarded on A, A-, B+, B, B-, C and F basis. Students who have not met and completed all degree requirements will be allowed to participate in graduation exercises only under very exceptional circumstances.

**Course Requirements-Health Care Master of Business Administration**

Math Competency Requirement
Simmons School of Management

Academic Information and Policies for the Masters in Business Administration (MBA), MBA in Health Care (HCMBA), Masters in Management Program (MSM), Masters in Communication Management (MCM), Masters in Health Administration (MHA) and the UG program

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The SOM requires all students entering the HCMBA program who scored below the 25th percentile in the quantitative portion of the GMAT to take and pass a math competency test prior to the first day of Foundations in the HCMBA program.

Students have three attempts to pass the math competency exam. If a student does not successfully pass the math competency test with a grade of 80% or higher in each section, and has taken the test three times, the student will be required to slow down his/her program of study. If the program of study is slowed down, it also may delay a student’s expected graduation date.

Excel Requirement
The SOM requires all students entering the HCMBA program to take and pass an excel requirement prior to the first day of Foundations in the HCMBA Program. This exam is housed within a Harvard Business school spreadsheet course and passing the pre-test with a grade of 50% or higher is the requirement. Students can enroll in this spreadsheet course at any time after they deposit and they are allowed to study and retake the pre-test as many times as necessary before Foundations begins. If the program of study is slowed down, it also may delay a student’s expected graduation date.

Technology Fluencies
Students are expected to possess the technology competencies necessary for success in an HCMBA Program. These competencies have been defined by the faculty within individual courses and approved by the Curriculum Committee that are necessary for success in the HCMBA program. The HCMBA is delivered in a hybrid or blended mode, with some week’s classes totally online, so students are expected to use classroom software for success.

Health Care MBA Course Requirements- 54 credits

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>MBAH 403</td>
<td>Foundations of Business</td>
<td>0 cr.</td>
</tr>
<tr>
<td>MBAH 410</td>
<td>Health Economics</td>
<td>3 cr.</td>
</tr>
<tr>
<td>MBAH 415</td>
<td>Quantitative Analysis</td>
<td>3 cr.</td>
</tr>
<tr>
<td>MBAH 420</td>
<td>Financial Reporting and Analysis</td>
<td>3 cr.</td>
</tr>
<tr>
<td>MBAH 421</td>
<td>Managerial Accounting (Prerequisite: MBAH 420)</td>
<td>3 cr.</td>
</tr>
<tr>
<td>MBAH 424</td>
<td>HC Marketing Management (Prereq’s: MBAH 415, MBAH 420, MBAH 410)</td>
<td>3 cr.</td>
</tr>
</tbody>
</table>
Simmons School of Management

*Academic Information and Policies for the Masters in Business Administration (MBA), MBA in Health Care (HCMB), Masters in Management Program (MSM), Masters in Communication Management (MCM), Masters in Health Administration (MHA) and the UG program*

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<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Prerequisites</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>MBAH 427</td>
<td>Strategic Thinking and Analytical Decision Making (Pre/co req: MBAH 420)</td>
<td>3 cr.</td>
<td></td>
</tr>
<tr>
<td>MBAH 429</td>
<td>HC Quality and Measurement (Prerequisite: MBAH 415)</td>
<td>3 cr.</td>
<td></td>
</tr>
<tr>
<td>MBAH 434</td>
<td>HC Finance (Prereq’s: MBAH 410, MBAH 415 and MBAH 420)</td>
<td>3 cr.</td>
<td></td>
</tr>
<tr>
<td>MBAH 436</td>
<td>HC Financial Strategy (Prerequisite: MBAH434 and MBAH 443)</td>
<td>3 cr.</td>
<td></td>
</tr>
<tr>
<td>MBAH 443</td>
<td>HC Organizational Strategy (Prerequisite: MBAH 466)</td>
<td>3 cr.</td>
<td></td>
</tr>
<tr>
<td>MBAH 448</td>
<td>HC Information Technology (Prerequisite: MBAH 480)</td>
<td>3 cr.</td>
<td></td>
</tr>
<tr>
<td>MBAH 455</td>
<td>Leading Individuals and Groups</td>
<td>3 cr.</td>
<td></td>
</tr>
<tr>
<td>MBAH 466</td>
<td>HC Leadership and Change (Prerequisite: MBAH455)</td>
<td>3 cr.</td>
<td></td>
</tr>
<tr>
<td>MBAH 470</td>
<td>Negotiation and Conflict Management (Prerequisite: MBAH 455)</td>
<td>3 cr.</td>
<td></td>
</tr>
<tr>
<td>MBAH 480</td>
<td>The Health System</td>
<td>3 cr.</td>
<td></td>
</tr>
<tr>
<td>MBAH 481</td>
<td>HC Law and Ethics (Prerequisite: MBAH 480)</td>
<td>3 cr.</td>
<td></td>
</tr>
<tr>
<td>MBAH 5XX</td>
<td>Elective 1</td>
<td>3 cr.</td>
<td></td>
</tr>
<tr>
<td>MBAH 5XX</td>
<td>Elective 2</td>
<td>3 cr.</td>
<td></td>
</tr>
</tbody>
</table>

**Pre-HCMB Students and Competency Requirements**

Students who enroll as Pre-HCMB students are strongly encouraged to take either the Math Competency Test or Math Boot Camp during the semester they are enrolled, as well the Excel requirement. As a pre-HCMB student you are not required to complete these competency requirements until you have been accepted into your HCMB Program unless the course you are taking is a quantitative course. If you are enrolled in a quantitative course as a Pre-HCMB, the Excel and math competencies are required. All competency requirements must be completed by the first day of Foundations in the semester you have been accepted.

**HCMB Leadership Competencies**

The National Center for Healthcare Leadership (NCHL) developed a set of 26 competencies to differentiate high performing healthcare leaders from other leaders. The competencies are in the areas of Execution, Transformation, and People. For each of the 26 competencies, the model outlines up to six different levels of achievement with specific examples for each of the levels. Outstanding senior healthcare leaders will be operating at the highest levels of competency across most of the 26 competencies.
All healthcare administration programs accredited by the Commission on Accreditation of Healthcare Management Education (CAHME) are required to integrate competencies into their program planning and evaluation. The Simmons MHA and HCMBA Programs have done this by adopting a subset of the NCHL competency model as a framework for its curriculum planning and evaluation.

At the start of the HCMBA Program, students will likely have already achieved some of these competencies through prior educational and work experience. But, students will also likely have many areas that need to be developed. The HCMBA will return to many of these competencies, and by the end of the program, students should be working to achieve at least the minimum program level specified for each competency.

DEGREE REQUIREMENTS-MHA OFFSITE PROGRAM AT WINCHESTER HOSPITAL

The Master of Healthcare Administration (MHA) requires the satisfactory completion of all course work, 48 credit hours for students. Grades are awarded on A, A-, B+, B, B-, C and F basis. Students who have not met and completed all degree requirements will be allowed to participate in graduation exercises only under very exceptional circumstances. These degree requirements also apply to all offsite MHA programs.

Course Requirements-Masters in Health Administration

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>HCA 500</td>
<td>Health Care Accounting</td>
<td>2 cr.</td>
</tr>
<tr>
<td>HCA 501</td>
<td>Self and Small Group Leadership</td>
<td>2 cr.</td>
</tr>
<tr>
<td>HCA 502</td>
<td>Quantitative Analysis for Health Care Administration</td>
<td>3 cr.</td>
</tr>
<tr>
<td>HCA 503</td>
<td>Managerial Epidemiology and Health Information</td>
<td>2 cr.</td>
</tr>
<tr>
<td>HCA 509</td>
<td>Health Care Finance I</td>
<td>3 cr.</td>
</tr>
<tr>
<td>HCA 524</td>
<td>Health Care Law and Ethics</td>
<td>3 cr.</td>
</tr>
<tr>
<td>HCA 581</td>
<td>Basic Negotiation</td>
<td>3 cr.</td>
</tr>
</tbody>
</table>
Simmons School of Management

Academic Information and Policies for the Masters in Business Administration (MBA), MBA in Health Care (HCMBA), Masters in Management Program (MSM), Masters in Communication Management (MCM), Masters in Health Administration (MHA) and the UG program

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<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>HCA 504</td>
<td>Health Economics</td>
<td>3 cr.</td>
</tr>
<tr>
<td>HCA 505</td>
<td>The Nature of Groups and the Nature of Work</td>
<td>2 cr.</td>
</tr>
<tr>
<td>HCA 522</td>
<td>Health Information Systems</td>
<td>2 cr.</td>
</tr>
<tr>
<td>HCA 545</td>
<td>Health Care Policy and Politics</td>
<td>3 cr.</td>
</tr>
<tr>
<td>HCA 520</td>
<td>Health Care Operations and Quality</td>
<td>3 cr.</td>
</tr>
<tr>
<td>HCA 523</td>
<td>Health Care Marketing</td>
<td>2 cr.</td>
</tr>
<tr>
<td>HCA 530</td>
<td>Organizational Strategy</td>
<td>3 cr.</td>
</tr>
<tr>
<td>HCA 521</td>
<td>Human Resource Management</td>
<td>2 cr.</td>
</tr>
<tr>
<td>HCA 533</td>
<td>Leadership and Change</td>
<td>3 cr.</td>
</tr>
<tr>
<td>HCA 534</td>
<td>Health Care Finance II</td>
<td>3 cr.</td>
</tr>
<tr>
<td>HCA 540</td>
<td>Fieldwork</td>
<td>4 cr.</td>
</tr>
</tbody>
</table>

The HCA Program at the School of Management requires the following of accepted students prior to enrollment:

- An undergraduate statistics course (any type - 1 semester), equivalent to MATH 118 at Simmons College. The course must have been completed with a B or better in the last 10 years.
- A working knowledge of the Microsoft Office Suite software programs, including Word, PowerPoint and Excel.
Waiving the GRE/GMAT Requirement in the MHA Program

Students may waive the GRE/GMAT requirement by enrolling in two back-to-back courses, as non-degree students. This option also allows students to evaluate whether the program is a good fit for them. Individuals who earn a minimum grade of B+ in both courses may then apply for degree status without submitting standardized tests. Due to visa restrictions, this alternative is available for U.S. students and permanent resident aliens only.

MHA Leadership Competencies
The National Center for Healthcare Leadership (NCHL) developed a set of 26 competencies to differentiate high performing healthcare leaders from other leaders. The competencies are in the areas of Execution, Transformation, and People. For each of the 26 competencies, the model outlines up to six different levels of achievement with specific examples for each of the levels. Outstanding senior healthcare leaders will be operating at the highest levels of competency across most of the 26 competencies.

All healthcare administration programs accredited by the Commission on Accreditation of Healthcare Management Education (CAHME) are required to integrate competencies into their program planning and evaluation. The Simmons MHA and HCMBA Programs have done this by adopting a subset of the NCHL competency model as a framework for its curriculum planning and evaluation.

At the start of the MHA Program, students will likely have already achieved some of these competencies through prior educational and work experience. But, students will also likely have many areas that need to be developed. The MHA will return to many of these competencies, and by the end of the program, students should be working to achieve at least the minimum program level specified for each competency.
DEGREE REQUIREMENTS FOR HEALTH CARE ADMINISTRATION PROGRAM CERTIFICATE OF ADVANCED GRADUATE STUDY (C.A.G.S.)

The Certificate of Advanced Graduate Study (CAGS) in Health Care is a 15-credit program for students who have already completed a Masters degree. It is individually designed to build on the strengths each student possesses and to cover new material. Required and elective courses are chosen from the HCMBA curriculum and may include fieldwork or independent research. Two concentrations are available: Finance and Analytical Thinking and Organizational Leadership.

MASTERS OF HEALTH ADMINISTRATION DEGREE TO A HEALTH CARE MASTERS IN BUSINESS ADMINISTRATION

Students accepted into the MHA to HCMBA Program take an additional 24 credits to get the HCMBA degree. 30 credits from the Simmons MHA are accepted for credit, for the total 54 credit requirement for the HCMBA degree. Courses are planned with the HCMBA Program Director.

Course Requirements: MHA to HCMBA Degree

Excel Requirement
The SOM requires all students entering the MHA to HCMBA program to take and pass an Excel competency test prior to the first day of Foundations. This exam is housed within a Harvard Business school spreadsheet course and passing the pre-test with a grade of 50% or higher is the requirement. Students can enroll in this spreadsheet course at any time after they deposit and they are allowed to study and retake the pre-test as many times as necessary before Foundations begins. If the program of study is slowed down, it also may delay a student’s expected graduation date.

Technology Fluencies
Students are expected to possess the technology competencies necessary for success in an HCMBA Program. These competencies have been defined by the faculty within individual courses and approved by the Curriculum Committee that are necessary for success in the
HCMB program. The HCMB is delivered in a hybrid or blended mode, with some week’s classes totally online, so students are expected to use classroom software for success.

Math Competency
Will be assessed on an individual basis based upon review of the student’s transcript.

DEGREE REQUIREMENTS-MCM PROGRAM (For students in progress prior to Fall 2013; no new students admitted after Fall 2013)

The Master of Science in Communications Management requires a student to complete 36 semester hours, consisting of:

• Four required courses
• Four electives
• A required Applied Learning Project

Courses Requirements-MCM

Required Courses

MCM 442: Emerging Communications Technologies 4 cr.
MCM 485: Communicating Across Cultures 4 cr.
MCM 481: Strategic Communication and Organizational Change 4 cr.
MCM 500: Applied Learning Project (MCM 500) 4 cr.
MCM 5xx: Electives (4 courses required) 4 cr.

MCM 500: Applied Learning Project (MCM 500)
Students take a semester-long course during which each student develops an Applied Learning Project (ALP) that demonstrates understanding of the strategic use of communications. Students present their findings at the end of the semester. Examples of past projects range from business and communications plans to audits, marketing campaigns, and research projects on a wide variety of topics.
Grades are awarded on A, A-, B+, B, B-, C and F basis. Students who have not met and completed all degree requirements will be allowed to participate in graduation exercises only under very exceptional circumstances.

**DEGREE REQUIREMENTS-MSM PROGRAM**

In the Masters of Science in Management Program, all students are required to take 36 credits. There are 5 required core courses, 4 specialization courses, and 3 electives. All courses are 3 credits each. Specializations are in communications management, non profit management and general management. Students are not required to pass the Excel requirement before they take MGMT 407 Accounting and Financial Aspects of Business but are strongly encouraged to complete it.

**Course Requirements**

**Required courses for all students (5 courses)**

- MSMG 403 Foundations of Business (non credit but required course)
- MSMG 404 Business and Management 3 cr.
- MSMG 407 Accounting and Financial Aspects of Business 3 cr.
- MSMG 406 Negotiations 3 cr.
- MSMG 405 Leadership Teams and Organizations 3 cr.

**Communications Management**

- MSMG 420: Emerging Communications Technologies 3 cr.
- MSMG 422: Communicating Across Cultures 3 cr.
Simmons School of Management

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<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>MSMG 421</td>
<td>Research Management</td>
<td>3 cr.</td>
</tr>
<tr>
<td>MSMG 423</td>
<td>Applied Learning Project</td>
<td>3 cr.</td>
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</table>

**General Management**

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
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</thead>
<tbody>
<tr>
<td>MSMG 442</td>
<td>Project Management</td>
<td>3 cr.</td>
</tr>
<tr>
<td>MSMG 443</td>
<td>Culturally Intelligent Leadership</td>
<td>3 cr.</td>
</tr>
<tr>
<td>MSMG 444</td>
<td>Operations and Decision Making</td>
<td>3 cr.</td>
</tr>
<tr>
<td>MSMG 433</td>
<td>Strategic Communication and Organizational Change</td>
<td>3 cr.</td>
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</table>

**Non Profit Management**

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
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</thead>
<tbody>
<tr>
<td>MSMG 430</td>
<td>Non Profit Management</td>
<td>3 cr.</td>
</tr>
<tr>
<td>MSMG 431</td>
<td>Finance and Accounting for Non Profits</td>
<td>3 cr.</td>
</tr>
<tr>
<td>MSMG 432</td>
<td>Philanthropy, Policy and Fundraising (Pre-req: MSMG 407 Accounting and Financial Aspects of Business)</td>
<td>3 cr.</td>
</tr>
<tr>
<td>MSMG 433</td>
<td>Strategic Communication and Organizational Change</td>
<td>3 cr.</td>
</tr>
</tbody>
</table>

**Electives- 500 level (3 courses required)**

Choose courses from the MCM, MBA or MSMG elective list. Students must have met the prereq’s required for the course to be eligible. Some courses at the elective level have been approved to be taken across the SOM graduate programs, others can be petitioned for consent through the Program Director or Associate Dean for Graduate Programs.

**DUAL DEGREE PROGRAMS**

**Description**

Coordinated degree programs are master’s level programs which are designed to allow a student with career interests that cross-disciplinary boundaries to graduate from Simmons with two master’s degrees. Currently, the SOM has a joint degrees with The School of Social Work the MBA/MSW joint degree and the College of Arts and Sciences with the MCM/CAS Gender Studies and MSM/CAS Gender Studies joint degrees. A joint MSM/MSW degree is under discussion with the School of Social Work.
Simmons School of Management

Academic Information and Policies for the Masters in Business Administration (MBA), MBA in Health Care (HCMBA), Masters in Management Program (MSM), Masters in Communication Management (MCM), Masters in Health Administration (MHA) and the UG program

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Requirements
Students must follow the admissions requirements for the program. In MBA/MSW, they are accepted to each school separately. In the MCM/Gender and MSM/Gender Studies degrees, they are accepted through the College of Arts and Sciences. Course requirements for each degree are specified separately for each program. Students will work with the Associate Dean for Academic Programs and a designated faculty or administrative Dean in the SSW and or CAS for the latest academic agreement between the two schools as to what is allowed by policy to double count. As of September 2011, there will be one tuition rate for joint degrees that will cross both programs and it will be at the higher tuition rate.

DEGREE REQUIREMENTS-DUAL DEGREE MCM PROGRAM and GENDER/CULTURAL STUDIES (for students in progress prior to Fall 2013)

The dual-degree will earn the student a Master of Science (M.S.) in Communications Management and a Master of Arts (M.A.) in Gender/Cultural Studies after completing 52 credits. Coursework required: Six core courses: GCS 403 Gender and Cultural Studies, GSM 430 Cultural Studies, MCM 442 Emerging Communication Technologies, MCM 462 Financial Aspects of Business, MCM 481 Strategic Communication and Organizational Change, MCM 485 Communicating Across Cultures, 1 GCS core elective from GCS 406, 410, 412 or 415; 3 General GCS electives, 2 MCM electives and one combined GCS/MCM capstone or Applied Learning project.

SOM grades are awarded on A, A-, B+, B, B-, C and F basis. Students who have not met and completed all degree requirements will be allowed to participate in graduation exercises only under very exceptional circumstances.

DEGREE REQUIREMENTS-DUAL DEGREE MSM PROGRAM and GENDER/CULTURAL STUDIES

The dual degree will earn the student a Master of Science (M.S.) in Management and a Master of Arts (M.A.) in Gender/Cultural Studies. Students must apply and be admitted to both programs. Students simultaneously enroll in both the GCS program and the MSM program.
Candidates for the dual degree must complete a total of 16 courses. Students must complete 6 courses in the GCS program, 9 courses in the MSM program, and one combined GCS/MSM capstone. For the MSM degree, students select a specialization in communications management, general management, or non-profit management.

**Course Requirements**

Three required GCS courses (4 credits each)
- GCS 403 Seminar in Gender/Cultural Studies
- GCS 430 Cultural Theory
  - And one of the following:
    - GCS 406 Feminism and Literature
    - GCS 410 Issues in International Studies
    - GCS 412 Theoretical Approaches to Cultural Narratives
    - GCS 415 Feminism and Economic Difference

Five required MSM courses (3 credits each)
- MSMG 404 Business and Management
- MSMG 405 Leadership, Teams, and Organizations
- MSMG 406 Negotiations and Problem Solving
- MSMG 407 Accounting and Financial Aspects of Business
- MSMG 408 Strategic Management and Marketing

Four MSM courses by Specialization (3 credits each)
- Communications Management
- MSMG 420 Emerging Communications Technologies
- MSMG 421 Research Management
- MSMG 422 Communicating Across Cultures
- MSMG 423 Applied Learning Project
Non-Profit Management
MSMG 430 Nonprofit Management
MSMG 431 Finance and Accounting for Nonprofits
MSMG 432 Philanthropy, Policy, and Fundraising in Nonprofits
MSMG 433 Strategic Communications and Organizational Change

General Management
MSMG 442 Project Management
MSMG 443 Culturally Intelligent Leadership
MSMG 444 Operations Management and Decision Making
MSMG 443 Strategic Communications and Organizational Change

Three GCS elective courses (as approved by the GCS department-see sample list below)

One combined GCS/MSM capstone (4 credits)

Approved Electives for the MSM/GCS joint degree
AST 513 The Black Struggle for Schooling in America
AST 529 Race, Culture, Identity and Achievement
AST 536 Black Narratives of Oppression, Resistance, and Resiliency
AST/SOC/WST 540 Intimate Family Violence: A Multicultural Perspective
AST 588 Black Popular Culture and the Education of Black Youth
ENGL 508 the Postcolonial Novel
ENGL 517 Toni Morrison and American Literature
ENGL 527 Race and Gender in Psychoanalytic Discourse
ENGL 598 Feminist Media Studies
GCS/ENG 405 Contemporary Critical Theory
GCS/ENG 412 Theoretical Approaches to Cultural Narratives
HIST 527 Archives, History, and Collective Memory
HIST 529 Seminar: Film and Historical Representation
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HIST 560 Seminar in the History of Women and Gender
HIST 561 Cross Cultural Encounters: Contacts, Connection and Conflict
HIST 565 9/11 Narratives
HIST 567 Memory and the Holocaust
SOCI 500 Gender and Islam
SOCI 521 Sociology of Food
SOCI 538 (TC) Cross-Cultural Alliance Building
SOCI 539 Qualitative Research Workshop
SOCI 545 Health Systems and Policy
SOCI 547 Antiracism and Justice Work
SOCI 548 Re-envisioning the Third World
WGST 554 Feminist Theories
WGST 580 Gender and Queer Theory

DEGREE REQUIREMENTS—DUAL DEGREE-MBA AND ULP OR MSW WITH THE SCHOOL OF SOCIAL WORK

ULP or MSW/MBA Dual Degree Part Time, 3 Year Program

Degree Requirements as of Fall 2014

Stand alone degree requirements for ULP or MSW: 65 credits; Stand alone degree requirements for MBA: 54 credits. Total credits if you did the degrees separately: 119 credits.

All courses are 3 credits with the exception of SSW Field Education and GSM 403 Foundations.

- 1st year, SSW 446 Field Experience is 4 credits in Fall semester and 5 credits in Spring semester. 2nd year, SSW 447 Field experience is 4 credits for Fall semester and 4 credits for Spring semester.
- GSM 403 Foundations is a required MBA course and 0 credits.

Interchangeable courses (reduces total by 9 credits) (119- 9 credits = 110 credits)

- SSW 409 Racism and GSM 511 Culturally Intelligent Leadership as SOM elective #1
- SSW 451 Urban Leadership or SSW 523 Advocacy and Social Action and GSM 465 Leading Organizational Change
- SW509 Practice Evaluation and GSM 520 Strategic Performance Measures as SOM elective #2
Waived courses on each side (reduces total by 9 more credits) (110-9 credits = 101 credits)
- One SSW core will waive one GSM elective- Elective #3
- One MBA core will waive one SSW elective
- SSW 441 Research will waive a GSM elective-Elective #4

Total credits required in the joint degree is 101 credits, a savings of 18 credits.

Application and Academic Policy Information
Students will apply to the joint degree through one application that will be reviewed by Admissions Officers in both the SSW and the SOM. Students will take courses concurrently in both programs and joint degree is awarded at the end of the 101 credits. Students will have an advisor in both SSW and SOM for academic advising issues throughout the program. Students will be required to complete all competency requirements in both programs such as excel, stats, math comp, IT literacy, oral presentation, etc.

<table>
<thead>
<tr>
<th></th>
<th>Year 1 Fall</th>
<th>Year 1 Spring</th>
<th>Year 1 Summer</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ULP/MSW</strong></td>
<td>SW 411 A: Human Behavior I</td>
<td>SW 441 Research</td>
<td></td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>SW 401 A: Social Policy I</td>
<td>SW 577 Groups</td>
<td>SW 409: Racism <strong>OR</strong> GSM 511 Culturally Intelligent Leadership</td>
<td>9</td>
</tr>
<tr>
<td><strong>MBA</strong></td>
<td>GSM 403: Foundations of Business</td>
<td></td>
<td>GSM 411: Economic Analysis for Managers</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>Analysis</td>
<td></td>
<td><em>Prereq: GSM 455</em></td>
<td></td>
</tr>
<tr>
<td></td>
<td>GSM 455: Leading Individuals and</td>
<td>GSM 427 Strategic</td>
<td></td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>Groups</td>
<td>Thinking and Analytical Decision</td>
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<td>Making</td>
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<td><strong>Total in Year 1</strong></td>
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<td>33</td>
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Academic Information and Policies for the Masters in Business Administration (MBA), MBA in Health Care (HCMBA), Masters in Management Program (MSM), Masters in Communication Management (MCM), Masters in Health Administration (MHA) and the UG program

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<table>
<thead>
<tr>
<th>Year 2 Fall</th>
<th>Year 2 Spring</th>
<th>Year 2 Summer</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>ULP/ MSW</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SW 414: Assessment &amp; Diagnosis</td>
<td>SW 451: Urban Leadership I OR SW Social Action Course OR GSM 465 Leading Organizational Change Prereq: GSM 455 Leading</td>
<td>SW Clinical Elective</td>
<td>9</td>
</tr>
<tr>
<td>SW 421 A: Social Work Practice</td>
<td>SW 421 B: Social work Practice</td>
<td></td>
<td>6</td>
</tr>
<tr>
<td>SW 446: Field Education I 24 hrs Conc with: SW-421A</td>
<td>SW 446: Field Education I Prereq: SW-421A; conc with SW421B</td>
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<td>9</td>
</tr>
<tr>
<td>MBA</td>
<td></td>
<td></td>
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<tr>
<td>GSM 421: Managerial Accounting Prereq: GSM 420</td>
<td>GSM 435: Finance Prereq: GSM-411 GSM-415 GSM-420</td>
<td></td>
<td>6</td>
</tr>
<tr>
<td>Total in Year 2</td>
<td></td>
<td></td>
<td>33</td>
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</table>

<table>
<thead>
<tr>
<th>Year 3 Fall</th>
<th>Year 3 Spring</th>
<th>Year 3 Summer</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>ULP/ MSW</td>
<td></td>
<td></td>
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<tr>
<td>SW 424A: Advanced Practice Conc with SW447</td>
<td>SW 452: Urban Leadership II Prereq: SW 451, concurrent with 447, OR SW elective</td>
<td></td>
<td>6</td>
</tr>
<tr>
<td>SW 509: Practice Evaluation Prereq: 441 &amp; Concurrent 447 OR</td>
<td>SW 424B Advanced Practice Conc with SW447</td>
<td></td>
<td>6</td>
</tr>
</tbody>
</table>
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*Academic Information and Policies for the Masters in Business Administration (MBA), MBA in Health Care (HC MBA), Masters in Management Program (MSM), Masters in Communication Management (MCM), Masters in Health Administration (MHA) and the UG program*

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<table>
<thead>
<tr>
<th>MBA Courses</th>
<th>Prereq:</th>
<th>Units</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>SW 447: Field Education II</strong>&lt;br&gt;Prereq: SW-446 or SW-ADVST; conc with SW424A</td>
<td>SW 447: Field Education II&lt;br&gt;Prereq: SW-446 or SW-ADVST; conc with SW424B</td>
<td>8</td>
</tr>
<tr>
<td><strong>Total in Year 3</strong></td>
<td></td>
<td><strong>33</strong></td>
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</table>

**DEGREE REQUIREMENTS-DUAL DEGREE MSM PROGRAM and MSW WITH THE SCHOOL OF SOCIAL WORK**
Academic Information and Policies for the Masters in Business Administration (MBA), MBA in Health Care (HCMB), Masters in Management Program (MSM), Masters in Communication Management (MCM), Masters in Health Administration (MHA) and the UG program

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(This degree is currently being discussed with both schools curriculum committees). Students should meet with the Associate Dean for Graduate Programs for any questions regarding degree requirements.

ADDITIONAL ACADEMIC INFORMATION FOR THE UG PROGRAM

The Undergraduate Management program offers management coursework to students enrolled in the College of Arts and Sciences (CAS) and students enrolled as BSBA students in the SOM. The students and faculty are therefore bound by SOM and CAS policies as presented in the Simmons College Course Catalog and the Simmons Student Handbook. For more detailed information on grading policies, please refer to the Undergraduate Course Catalog. Students must complete a minimum of 127 credit hours to graduate.

ACADEMIC STANDARDS AND ACADEMIC POLICIES FOR THE UG PROGRAM

All SOM majors and minors follow the Simmons College academic standards as outlined in the Simmons College Catalog and Simmons College Handbook. The SOM also has additional academic policies that apply to the undergraduate program:

Academic Warnings
Faculty should complete academic warnings for students with excessive absenteeism, missing assignments, grades of D or below in quizzes or exams, poor class participation, or marginal quality of work overall. Academic Warning forms are available in the Academic Program Office and should be completed by the instructor and submitted to the program office for processing or submitted online.

BSBA/MBA students taking MBA courses
Any undergraduate student admitted to the BSBA/MBA program will have specific MBA core courses that she is allowed to take as a junior or senior. All BAMBA students are subject to the MBA academic policies, but they are not required to complete the Math Competency exam, as they would have passed a math competency exam as an UG. If a BSBA/MBA student is taking a
quantitative course, they must pass the Excel pre-test and earn a grade of 50%. A maximum of nine credits may be double counted in both the MBA and the Simmons UG degree requirements of 128 credits.

**Class Schedules**
The undergraduate program follows the schedules set by Registrar’s office.

**Course Attendance**
Students are expected to attend all class meetings for the courses for which they are registered. The College has no established penalty for excessive absences, but as a general guide, the faculty have suggested that excessive absences, when a student is absent from 25% of the total number of class hours, be factored into course grades. Some classes have an automatic failure provision for missing more than 6 class sessions. Instructors may take excessive absences into account in determining a student’s final course grade. Instructor policy regarding course attendance should be included in the course syllabus.

When an instructor becomes aware that a student has been absent continuously for one week or more (for courses that meet two or three times a week) or for two classes (for courses that meet once a week), she or he is requested to inform the Dean for Student Life’s office of the absence so that it may be investigated. Faculty often use the Associate Dean for Administration and Academic Programs for help as well.

Instructors are not obligated to grant requests for supplementary work occasioned by a student’s absence or to make up for poor quality work.

**Course Structure**
Undergraduate courses typically offer four credits, and meet in one of the following configurations during the fall and spring semesters:

- Once a week for 2 hours and 50 minutes
- Twice a week for 1 hour and 20 minutes
- Three times a week for 50 minutes
Academic Information and Policies for the Masters in Business Administration (MBA), MBA in Health Care (HCMBA), Masters in Management Program (MSM), Masters in Communication Management (MCM), Masters in Health Administration (MHA) and the UG program

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There are approximately 39 contact hours per course (excluding the examination period). Exceptions to the above guidelines may be granted for courses with alternative delivery formats upon approval by the Associate Dean for Undergraduate Programs.

Course Waivers - Dix Scholars
In their first semester at Simmons, Dix scholars may complete a Credit for Prior Learning (CPL) portfolio though the College of Arts and Science in order to receive college credit based on her prior work/life experience. CPL credit can be used to earn general credits towards graduation and/or to earn credit in lieu of specific courses. A maximum of 24 credits may be approved as CPL.

A student with extensive work experience who does not need college credit may complete a Waiver/Substitute form for a specific course if a student and her advisor believe that the student’s prior work/life experience provides an acceptable substitute. The petition must be approved by the Associate Dean for the UG Program. Waivers are typically only approved for Dix students with extensive work experience. Students do not receive academic credit towards graduation for waived courses.

Cross-Registration: Undergraduate Students taking SOM Graduate Courses
Undergraduate management majors or minors may enroll in a maximum of two Simmons graduate courses if they meet the criteria below. The only exception to this policy is for students admitted to the BSBA/MBA program.

- GPA of at least 3.4, and at least 80 undergraduate credits completed.
- Appropriate prerequisites and competencies completed
- Recommendation of the student’s advisor.
- Recommendation of the Associate Dean for UG Programs
- Consent of the SOM course instructor

Undergraduates will receive four credits for all three-credit MBA courses. Students will be treated as graduate students in terms of standards and expectations in the classroom and will be graded according to the same grading criteria applied to MBA students.
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No commitment is extended to the students that these courses will count towards an MBA degree at Simmons.

Double Majors/Minors
Double Major and minors are permitted. For a double major, all electives must be unique. For a major/minor combination, only two core courses can double count and electives must be unique.

Final Examinations
Faculty members indicate to the Registrar which of their courses will have scheduled final examinations during the final examination period. Such scheduled final examinations will be no longer than three hours each, and no student will be scheduled to take more than two examinations in one 24-hour period. Examinations scheduled by the Registrar’s office during the regular examination period cannot be taken at any other time. Therefore, students should plan their vacation schedules to begin after the semester’s last testing period. Any student with a scheduled final examination conflict should consult the Registrar. Scheduling exceptions resulting from extreme personal hardship should be referred to the Office for Student Life.

No examinations of any kind are given during the last week of classes, and no final examinations are given before the scheduled final examination period begins.

Grades
Simmons uses a letter grading system. UG Grades to be awarded are: A, A-, B+, B, B-, C+, C, C-, D+, D, D-, and F.

Graduation Criteria
For specific credit hour and GPA requirements for graduation, please refer to the Simmons catalog. Students require 128 credits to graduate.

Incompletes
Required course work must ordinarily be completed by the last day of final examinations. In extenuating circumstances, undergraduate students may request an “incomplete” by filing a petition with the Administrative Board. The petition must include an outline of the student’s
and her instructor’s agreed-upon plan to complete the work and must be completed and signed by both the student and the instructor. If the Administrative Board approves the petition, it will set a date for the completion of work (based on input from the student and faculty member). The date is usually by the beginning of the following semester. The instructor is responsible for submitting a final grade by that date. Failure of the student to submit work by the approved incomplete extension date may result in a grade of F.

**Independent Learning Requirement**

Most students will complete an Internship to fulfill the college-wide 8 credit hour independent learning requirement. Students with double majors (a management major combined with a major outside the program) may choose to complete their internships within either of their majors. Arts Administration and Chemistry/Management majors ordinarily complete their internships in the Art/Music and Chemistry departments. Alternately, under extenuating circumstances, field experience and/or independent study may be used to fulfill the college-wide independent learning requirement.

Traditional (non-Dix) students who wish to complete their internship requirements with an internship done at another institution may do so, provided that the internship receives academic credit, and requires sufficiently rigorous written work. In lieu of sufficient written rigor, the student may still choose to apply the internship to her degree requirements as long as she turns in a written analysis to the undergraduate program (the topic, format, and scope of which will be determined by the internship coordinator, and the Associate Dean for Undergraduate Programs prior to the internship).

Dix Scholars must also complete the independent learning requirement. After consulting with the Associate Dean for the UG program, Dix Scholars with significant professional work experience may waive internship and complete their independent learning requirement by substituting independent studies or fieldwork projects for the internship. Dix Scholars are also allowed to double count their capstone course as part of their 8 credit independent learning requirement.

Independent studies typically involve a research project. Guidelines for Independent study are available from the Associate Dean for Undergraduate Programs. Field work typically involves an
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Internship-like placement of 8-10 hours per week. Field work must be accompanied by significant written work. Both independent study and field work must be approved by the Associate Dean for Undergraduate Programs prior to the start of the work.

Mid-Semester Reports
Faculty teaching first semester students will receive a computerized request for mid-term report progress reports for each of their students.

Pass/Fail
Simmons students are permitted to take up to one course per semester on a pass/fail basis, but this is not an option in any SOM Major or Minor. If the student has elected this option, the instructor will see such a notation on the grade sheet. Instructors should calculate the grade the student would have received in the class if she were getting a letter grade, and then assign a P for any grade of D- or above, and an F for a Failure.

Management courses should not be taken pass/fail by management majors or minors. Exceptions to this policy are allowed under two circumstances:

- When a course was taken pass/fail prior to the student’s being advised by a faculty member in the management program.
- For travel courses taken by graduating seniors.

Prerequisites
Students must meet prerequisite requirements for courses prior to registering and attending a class. Advisors should check for prerequisite completion when advising students about course selection. If a student wishes to petition for an exception to this policy, she must receive permission from the course instructor and the Associate Dean for Undergraduate Programs.

Transfer Policies
Transfer credit is generally granted for college courses comparable to those offered by Simmons that were successfully completed at another accredited institution. Courses must meet a minimum of 36 contact hours in order to qualify for transfer credit. The student must
have received a grade of at least C to receive credit for a course. Students may transfer no more than 80 credit hours of course work of which no more than 16 hours may be summer school classes. The Registrar’s office makes this preliminary credit evaluation.

Transfer credit will only apply to UG major core courses from an AACSB accredited institution and if the student earned a C or better. The Associate Dean for the UG Program, working in conjunction with the student’s academic adviser, is responsible for reviewing her transcript and determining which transfer courses, if any, will count for credit towards the management department degree requirements. The policy for assigning transfer credit is as follows:

<table>
<thead>
<tr>
<th>Prerequisites</th>
<th>Policy</th>
</tr>
</thead>
<tbody>
<tr>
<td>ECON 100, Principles of Microeconomics ECON 101, Principles of Macroeconomics</td>
<td>C or better from a NEASC accredited institution with comparable course content</td>
</tr>
<tr>
<td>MATH 118, Introductory Statistics</td>
<td>C or better from a NEASC accredited institution with comparable course content; must have included hands-on software component</td>
</tr>
<tr>
<td>Competency in Microsoft Office</td>
<td>As specified by the Undergraduate Program Office.</td>
</tr>
</tbody>
</table>

**Requirements – Entry Level**

| MGMT 100, Intro to Management                      | C or better from a NEASC accredited institution with comparable course content; |
| MGMT 110, Principles of Financial Accounting       | C or better from a NEASC accredited institution with comparable course content. MGMT 110 must include a hands-on software component. NOTE: for community college accounting courses, two courses will only transfer as one course towards MGMT degree requirements at Simmons. |

**Requirements – Advanced Level**

| MGMT 250, Marketing                                | Principles of Marketing courses will only be |
Transfer students must complete at least 48 credits in residence at Simmons. In addition, at least 50% of the required undergraduate management program coursework for the degree must be completed at Simmons. Courses which fulfill the college’s independent learning requirement (MGMT 350, MGMT 370, and MGMT 380) should not be included when counting courses. Therefore, under current major requirements:

- Core majors must complete at least seven MGMT courses at Simmons
- Arts Administration majors with a management, finance, or marketing concentration must complete at least three MGMT courses at Simmons
- Program minors must complete at least three MGMT courses at Simmons
- Chemistry-Management majors must complete at least two MGMT courses at Simmons.
Advisors cannot approve management courses to be taken by majors or minors at other institutions, once a student has matriculated at Simmons. Exceptions must be signed off by the Associate Dean for Undergraduate Programs. Exceptions are usually only approved under extenuating circumstances. However, economics, statistics, CAS modes and management courses that are not intended to count towards major requirements may be taken at other institutions subject to the transfer policy and with the permission of the Chair of the Department in which the course is offered and the Registrar’s Office.

Walking at Commencement in May when degree requirements have not been completed
Students who will finish their degree requirements no later than August and are within two courses may petition to walk at Commencement. Approval is given from both the Program Office and the Registrar.

DEGREE REQUIREMENTS-BACHELOR OF SCIENCE IN BUSINESS ADMINISTRATION

The Simmons Bachelor of Science of Business Administration (BSBA) is a rigorous undergraduate management program grounded in courses in the arts and sciences. 128 credits are required to earn the degree including 8-12 credits in major prerequisites, 8 credits of independent learning, usually fulfilled by an internship, 20 credits of required and optional electives, and 28 credits of core required classes. All majors and minors in the SOM follow the Simmons College policies as outlined in the UG course catalog.

The SOM offers four undergraduate majors: Business and Management, Finance, Marketing, and Retail Management. Joint majors are also available in Arts Administration (with the Department of Art and Music), Financial Math (with the Economics and Mathematics Departments), Chemistry-Management (with the Department of Chemistry) and Public Relations and Marketing Communications (with the Department of Communications). Additionally, SOM offers minors in Business, Finance, Marketing, Organizational Studies, Retail Management, Entrepreneurship, Principled Leadership and Health Care Management. Students may elect to complete a major, a minor or both from the SOM.

Course Requirements
There are four majors within the management program: Business and Management, Finance, Marketing, and Retail Management. All four share the same core courses. Double majors within the SOM will share the same core, and cannot have electives double-count. Any minor requires at least three distinct courses from other electives taken. No major or minor prerequisite, core or elective course for an SOM major or minor can be taken as a pass/fail option.

Students who have taken AP Statistics or AP economics in high school and had an AP score of 4 or 5 can waive out of that particular prerequisite requirement. Students may also take MATH 227 or MATH 229 as an alternative to MATH 118. Students who have taken International Baccalaureate (IB) accounting or IG business in high school with an IB score of 5, 6, or 7, can waive out of MGMT 110 or MGMT 100 respectively.

**Prerequisites for Management, Marketing and Retail Management Majors**

- ECON 100 Principles of Microeconomics
- MATH 118 Introductory Statistics

**Prerequisites for Finance Majors**

- ECON 100 Principles of Microeconomics
- ECON 101 Principles of Macroeconomics
- MATH 118 Introductory Statistics

**Required Core Courses for All SOM Majors**

- MGMT 100 Foundations of Business and Management
- MGMT 110 Financial Accounting
- MGMT 234 Organizational Communication and Behavior
- MGMT 250 Marketing
- MGMT 260 Finance
- MGMT 325 Operations Management and Decision Making
- MGMT 340 Strategy

Each student completes four additional courses and a capstone course in her specific major (see the individual major descriptions below) for 20 credit hours in electives. Students must
complete all prerequisites and core courses prior to taking the capstone in each major. Specific requirements for each major are listed below.

**Independent Learning Requirement**
Students meet the Simmons independent learning requirement by taking MGMT 370 Internship. Dix Scholars with significant previous work experience, or students who have had multiple internships, may substitute MGMT 350 Independent Study or MGMT 380 Field Experience for MGMT 370 with the permission of the Associate Dean for the SOM UG Program.

**Major in Business and Management**

**Prerequisites for Business and Management Majors**
- ECON 100 Principles of Microeconomics
- MATH 118 Introductory Statistics

**Required Core Courses for Business and Management Majors**
- MGMT 100 Foundations of Business and Management
- MGMT 110 Financial Accounting
- MGMT 234 Organizational Communication and Behavior
- MGMT 250 Marketing
- MGMT 260 Finance
- MGMT 325 Operations Management and Decision Making
- MGMT 340 Strategy

**Required Elective Courses for Business and Management Majors**
- MGMT 221 Project Management
- MGMT 225 The Manager and the Legal Environment
- MGMT 391 Cross-Cultural Management or MGMT 395 Leadership and Managing Change

**Electives for Business and Management Majors**
The student will select two electives from the following list:
- MGMT 120 Introduction to Health Systems
- MGMT 137 Entrepreneurship and Innovation
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MGMT 180 Business Law
MGMT 223 Learning by Giving
MGMT 224 Socially Minded Leadership
MGMT 229 Corporate Social Responsibility
MGMT 236 Retail Management
MGMT 245 Comparative Studies of Women Leaders (TC)
MGMT 290 Special Topics in Management (when relevant)
MGMT 320 Negotiations and Change Management
MGMT 337 Team Based Entrepreneurship
MGMT 347 Sustainable Business in Emerging Markets
MGMT 348 The Sustainable Supply Chain

Major in Finance

Required Prerequisite Courses for Finance Majors
ECON 100 Principles of Microeconomics
ECON 101 Principles of Macroeconomics
MATH 118 Statistics

Required Core Courses for Finance Majors
MGMT 100 Foundations of Business and Management
MGMT 110 Financial Accounting
MGMT 234 Organizational Communication and Behavior
MGMT 250 Marketing
MGMT 260 Finance
MGMT 325 Operations Management and Decision Making
MGMT 340 Strategy

Required Elective Courses for Finance Majors
MGMT 310 Financial Statement Analysis
MGMT 311 Investments
MGMT 314 International Finance
MGMT 315 Corporate Financial Planning and Strategy
MGMT 393 Financial Modeling

Electives for Finance Majors
Students may select any of the following for additional depth in the Finance major but they do not substitute for the required finance electives:
- ECON 203 Economic Models and Quantitative Methods
- ECON 220 International Monetary Systems
- ECON 231 Money and Banking
- MATH 319 Financial Mathematics

Major in Marketing
Prerequisites for Marketing Majors
- ECON 100 Principles of Microeconomics
- MATH 118 Introductory Statistics

Required Core Courses for Marketing Majors
- MGMT 100 Foundations of Business and Management
- MGMT 110 Financial Accounting
- MGMT 234 Organizational Communication and Behavior
- MGMT 250 Marketing
- MGMT 260 Finance
- MGMT 325 Operations Management and Decision Making
- MGMT 340 Strategy

Required Elective Courses for Marketing Majors
- MGMT 230 Why We Buy
- MGMT 335 Marketing Research
- MGMT 392 Marketing Decision Making

Electives for Marketing Majors
The student will select two electives from the following list:
- MGMT 221 Project Management
- MGMT 225 The Manager and the Legal Environment
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MGMT 229 Corporate Social Responsibility
MGMT 231 Creating Brand Value
MGMT 232A/COMM 286 Strategic Marketing Communications I: Advertising
MGMT 232B/COMM 326 Strategic Marketing Communications II: National Student Ad Competition
MGMT 233 Developing Customer Relationships
MGMT 236 Retail Management
MGMT 290 Special Topics in Management: Seminar (when relevant)
MGMT 348 The Sustainable Supply Chain
MGTM 394 Comparative Retail Strategies

**Major in Retail Management: The Prince Program in Retail Management**

**Prerequisites for Retail Management Majors**
ECON 100 Principles of Microeconomics
MATH 118 Introductory Statistics

**Required Core Courses for Retail Management Majors**
MGMT 100 Foundations of Business and Management
MGMT 110 Financial Accounting
MGMT 234 Organizational Communication and Behavior
MGMT 250 Marketing
MGMT 260 Finance
MGMT 325 Operations Management and Decision Making
MGMT 340 Strategy

**Required Elective Courses for Retail Management Majors**
MGMT 236 Retail Management
MGMT 394 Comparative Retail Strategies

**Electives for Retail Management Majors**
The student will select three electives from the following list:
MGMT 137 Entrepreneurship and Innovation
MGMT 221 Project Management
MGMT 225 The Manager and the Legal Environment
MGMT 229 Corporate Social Responsibility
MGMT 231 Creating Brand Value
MGMT 232A/COMM 286 Strategic Marketing Communications I: Advertising
MGMT 232B/COMM 326 Strategic Marketing Communications II: National Student Ad Competition
MGMT 233 Developing Customer Relationships
MGMT 290 Special Topics in Management: Seminar (when relevant)
MGMT 335 Marketing Research
MGMT 337 Team Based Entrepreneurship
MGMT 348 The Sustainable Supply Chain

Interdisciplinary Majors

Interdisciplinary Major in Arts Administration

Requirements Interdisciplinary Major in Arts Admin.
Students are required to take 52 semester hours, including 32 in the art and music department and 20 in the management department. Two tracks of study are possible for the interdisciplinary major in Arts Administration in the SOM.

Art Requirements for Interdisciplinary Major in Arts Admin.
Two out of four studio courses; students cannot choose both ART 138 and ART/COMM 139
ART 111 Introduction to Studio Art: Drawing
ART 112 Introduction to Studio Art: Color
ART/COMM 138 Introduction to Photography and the Traditional Lab
ART/COMM 139 Introduction to Photography and the Digital Lab
In addition:
ART 141 Introduction to Art History: Egypt to Mannerism
ART 142 Introduction to Art History: Baroque to the 20th Century
AADM 143 State of the Arts: An Introduction to Arts Administration
AADM 390 Arts in the Community
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One elective in art history

Management Course Requirements for Interdisciplinary Major in Arts Admin.

Recommended Management Courses
- ECON 100 Principles of Microeconomics
- MATH 118 Statistics
- MGMT 137 Entrepreneurship and Innovation

Business Track: Required Management Courses
- MGMT 100 Foundations of Business and Management
- MGMT 234 Organizational Communication and Behavior
- MGMT 221 Project Management
- MGMT 238 Managing Your Venture’s Financial Bottom Line
- MGMT 250 Marketing

Marketing Track:
- MGMT 100 Foundations of Business and Management
- MGMT 250 Marketing
- In addition, three of the following courses:
  - MGMT 229 Corporate Social Responsibility
  - MGMT 230 Why We Buy
  - MGMT 231 Creating Brand Value
  - MGMT 232A Strategic Marketing Communications I: Advertising
  - MGMT 232B Strategic Marketing Communications II: National Student Ad Competition
  - MGMT 233 Developing Customer Relationships
  - MGMT 236 Retail Management
  - MGMT 348 The Sustainable Supply Chain
  - MGMT 394 Comparative Retail Strategies

Interdisciplinary Major in Chemistry-Management

First Year Joint Major in Chemistry-Management
CHEM 111 Introductory Chemistry: Inorganic or CHEM 113 Principles of Chemistry
Chem 114 Organic Chemistry I
MATH 120 Calculus I
MATH 121 Calculus II

Sophomore Year Joint Major in Chemistry-Management
CHEM 225 Organic Chemistry II
CHEM 226 Quantitative Analysis
PHYS 112 Fundamentals of Physics I
PHYS 113 Fundamentals of Physics II
ECON 100 Principles of Microeconomics
MGMT 100 Foundations of Business and Management

Junior Year Joint Major in Chemistry-Management
CHEM 331 Thermodynamics and Kinetics or CHEM 332 Quantum Mechanics and Molecular Structure
ECON 101 Principles of Macroeconomics
MGMT 110 Financial Accounting
MGMT 234 Organizational Communication and Behavior
MATH 118 Introductory Statistics

Senior Year Joint Major in Chemistry-Management
MGMT 250 Marketing or MGMT 260 Finance
Chemistry elective
Internship/independent study
CHEM 390 Chemistry Seminar

Strongly recommended electives for Joint Major in Chemistry-Management
MGMT 340 Strategy
MGMT 250 Marketing or MGMT 260 Finance

Interdisciplinary Major in Public Relations and Marketing Communications
The Department of Communications houses the major, and the SOM’s Marketing, Operations and Strategy department will jointly administer the major. The PR/MarComm major awards a B.A. at commencement.

**Required Core Courses in PR/MarComm Major**
- COMM 121 Visual Communication (Mode 1)
- COMM 122 Writing and Editing Across the Media
- COMM 186 Introduction to Public Relations & Marketing Communications
- COMM 210 Introduction to Graphic Design (Mode 1)
- COMM 281 Writing for Public Relations & Marketing Communications
- COMM 325 Public Relations Seminar
- MGMT 100 Foundations of Business and Management
- MGMT 230 Why We Buy
- MGMT 238 Managing your Venture’s Financial Bottom Line (Mode 3)
- MGMT 250 Principles of Marketing

**Independent Learning in PR/MarComm Major**: 8 credits to be fulfilled either through Comm 370 (4 or 8 credits), Mgmt 370 (4 or 8 credits), and/or Comm 390 Studio Five; Comm 390 Studio Five cannot be double counted as an elective course and an independent learning course.

**Electives in PR/MarComm Major**
- Students select three courses from this list; one must be at the 300 level
- COMM 124 Media, Messages, and Society
- COMM 163 Radio Ops
- COMM 181 Public Speaking
- COMM 240 Intermediate Graphic Design: Typography
- COMM 244 Web
- COMM 260 Journalism
- COMM 262 Media Convergence
- COMM 286 Advertising/MGMT 232A: Strategic Marketing Communications: Advertising
- COMM 310 Feature Writing
- COMM 315 Op/Ed
- COMM 322 Digital Cultures
COMM 326 Advertising and Copywriting/MGMT232B National Student Ad Competition
COMM 333 Motion Graphics
COMM 344 Senior Seminar/Storytelling
COMM 390 Studio Five
MGMT 221 Project Management
MGMT 224 Socially Minded Leadership (Mode 6)
MGMT 229 Corporate Social Responsibility
MGMT 231 Creating Brand Value
MGMT 320 Negotiations and Change Management
MGMT 335 Marketing Research
MGMT 392 Marketing Decision-making

Recommended for the PR/MarComm major
ECON 100 Principles of Microeconomics (Mode 5) and PSYC 101 Introduction to Psychological Science (Mode 6)

**Interdisciplinary Major in Financial Mathematics**
Offered jointly with the Departments of Mathematics and Economics

**Required Core Courses in Joint Major in Financial Mathematics**
ECON 100 Principles of Microeconomics
ECON 101 Principles of Macroeconomics
ECON 220 International Monetary Systems
ECON 231 Money and Banking
ECON 393 Econometrics
MATH 118 Statistics
MATH 220 Multivariable Calculus
MATH 319 Financial Mathematics
MATH 338 Probability
MATH 339 Mathematical Statistics or MATH 343 Mathematical Modeling
MGMT 110 Financial Accounting
MGMT 260 Finance
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MGMT 311 Investments (or another 300-level finance course in management)
Independent learning (eight semester hours)

Minors
SOM minors provide depth in a specific functional discipline or specialization (for example, finance or entrepreneurship) when taken with a SOM major, or they serve as a complement to majors outside of the School of Management. All minors consist of five courses. For those minors with electives, students should select electives in consultation with an SOM faculty advisor.

With the exception of the minor in business, students majoring in one of the four SOM majors may take any minor. Any SOM major and minor combination will double-count core courses but must have unique electives.

SOM Minors

Minor in Business
MGMT 100 Foundations of Business and Management
MGMT 110 Financial Accounting
MGMT 234 Organizational Communication and Behavior
MGMT 250 Marketing
MGMT 260 Finance

Minor in Finance
MGMT 110 Financial Accounting
MGMT 260 Finance
Students should choose three electives from the required finance electives.

Minor in Organizational Studies
MGMT 100 Foundations of Business and Management
MGMT 234 Organizational Communication and Behavior
MGMT 320 Negotiations and Change Management
Students should choose two electives from the business and management electives.

Minor in Marketing
MGMT 100 Foundations of Business and Management
MGMT 250 Marketing
Students should choose three electives from the marketing electives.

Minor in Retail Management
MGMT 100 Foundations of Business and Management
MGMT 236 Retail Management
MGMT 250 Marketing
Students should choose two electives from the retail management electives.

Interdisciplinary Minors

Minor in Entrepreneurship
Consists of five courses. SOM Majors may double count up to two core courses for both their major and minor requirements, but must have unique electives.
MGMT 137 Entrepreneurship and Innovation
MGMT 238 Managing Your Venture's Financial Bottom Line
MGMT 250 Marketing
MGMT 337 Team Based Entrepreneurship
One flex course

*Flex Courses: (choose one)*

Students select one flex course from the list below. All minor students are required to write a brief rationale describing how the flex course contributes to her entrepreneurial career interests. Flex courses must have final approval from the minor advisor.
MGMT 224 Socially Minded Leadership
MGMT 230 Why We Buy
MGMT 231 Creating Brand Value
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MGMT 232A Strategic Marketing Communications I: Advertising
MGMT 232B Strategic Marketing Communications II: National Student Ad Competition
MGMT 233 Developing Customer Relationships
MGMT 234 Organizational Communication and Behavior
MGMT 236 Retail Management
MGMT 260 Finance
ECON 214 Women in the World Economy
ECON 222 Comparative Economies in East Asia
ECON 239 Government Regulation of Industry,
ECON 241 Business Competition and Antitrust Policy
SOCI 267 Globalization
SOCI 348 Re-envisioning the Third World
SJ 220 Working for Social Justice
SJ 222 Organizing for Social Change

Minor in Principled Leadership
MGMT 100 Foundations of Business and Management
MGMT 224 Socially Minded Leadership or HON 313 Paths to Principled Leadership or
GSM 551 Perspectives and Practices: Principled Leadership (consent required)
MGMT 234 Organizational Communication and Behavior
One depth elective
One breadth elective

Depth Electives: (choose one)
MGMT 137 Entrepreneurship and Innovation
MGMT 223 Learning by Giving
MGMT 229 Corporate Social Responsibility: Managing People, Planet and Profit
MGMT 245 Comparative Studies of Women Leaders (TC)
MGMT 320 Negotiations and Change Management
MGMT 348 Sustainable Supply Chain
GSM 516 Sustainability Analysis (consent required)

Breadth Electives: (choose one)
ECON 214 Women in the World Economy
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IDS 350 Simmons World Challenge
SJ 220 Working for Social Justice
SJ 222 Organizing for Social Change
PHIL 233 Philosophy of Race and Gender
SOCI 225 Women in Social Movements
WGST 100 Introduction to Multicultural Women’s and Gender Studies
POLS 219 Gender and Politics
GSM 553 Gender and Leadership (consent required)

Minor in Health Care Management
MGMT 100 Foundations of Business and Management
MGMT 120 Introduction to Health Care
MGMT 239 Health Care Finance

Electives: (choose two)
MGMT 137 Entrepreneurship and Innovation
MGMT 180 Business Law
MGMT 225 Manager and the Legal Environment
MGMT 234 Organizational Communication and Behavior
BIO 246 Foundations in Exercise and Health
PHIL 131 Biomedical Ethics
ECON 239 Government Regulation of Industry
ECON 290 Health Economics
IT 224 Health Informatics
NURS 100 Professional Issues in Nursing
NUTR 237 Practice Community Nutrition
NUTR 249 Management of Food Service Systems
POLS 217 American Public Policy
PSYCH 232 Health Psychology
PSYCH 239 Psychology of Aging
SOC 241 Health, Illness and Society
SOC 245 International Health
SOC 345 Health Systems and Policy
SW 101 Intro to Social Work and Social Welfare
SW 200 Social Welfare Policy
Non Science Majors should strongly consider IT 225, SOCI 241, SOC O245, PHIL 131

The BSBA/MBA or the BSBA/MSM Combined Degree Programs
The SOM offers an accelerated BSBA/MBA degree program for qualified students with appropriate work experience. This accelerated program allows students to save 4 courses worth of tuition. Students typically take two MBA classes during their senior year and count those classes towards both their undergraduate and MBA course requirements. Additionally, two UG courses will count towards MBA course requirements. The MBA courses do not count for any UG SOM major requirements, but these courses count as general credits towards their degree requirements.

Accelerated degree candidates must have at least a 3.2 GPA to apply to the program. Applications are due by June 30 after the completion of the junior year or after a student has completed 96 credits. An applicant is required to submit letters of recommendation from her advisor, a faculty member who is familiar with her work, and a professional reference. She is also required to submit scores from the GMAT (Graduate Management Admissions Test) or GRE as part of her formal application to the MBA program. If a student has a GPA of 3.5 within her major, she may waive out of the GMAT/GRE requirement. Students who are interested in the combined degree program must have the equivalent of at least two years of professional work experience before starting their MBA. This requirement makes the program of primary interest to Dix Scholars, although some traditional undergraduates with significant summer and internship experience may also meet this requirement.

Once accepted into the program, the student may register for two MBA courses in her undergraduate senior year. She must achieve the minimum SOM graduate grade (currently a B-) in each of these courses, and complete her BSBA, in order to continue with the combined degree program. Once she begins the MBA program, she may continue on any scheduled track currently offered by the SOM (including the 16 month and two-year day programs or a variety of part-time evening programs). Students interested in the program should make their
intentions known to their advisor early in their Simmons undergraduate career; so that she can plan her academic schedule to take maximum advantage of the program.

The SOM also offers an accelerated BSBA/Masters in Management program for qualified students who have limited work experience but want to pursue a Master’s degree right out of college. Students typically take two MSM classes during their senior year and count those classes towards both their undergraduate and MSM course requirements. Two courses also will count towards their MSM course requirements. The MSM courses do not count for any UG SOM major requirements, but these courses count as general credits towards their degree requirements.

Accelerated degree candidates must have at least a 3.0 GPA to apply to the program. Applications are due by June 30 after the completion of the junior year or a student completes 96 credits. An applicant is required to submit letters of recommendation from her advisor, a faculty member who is familiar with her work, and a professional reference. Once accepted into the program, the student may register for one MSM course in each semester of her undergraduate senior year. She must achieve the minimum SOM graduate grade (currently a B-) in each of these courses, and complete her BSBA, in order to continue with the combined degree program. Once she begins the MSM program, she will continue on any scheduled track currently offered by the SOM. Students interested in the program should make their intentions known to their advisor early in their Simmons undergraduate career; so that she can plan her academic schedule to take maximum advantage of the program.

**Post-Baccalaureate Program Leading to a Diploma**

The School of Management offers a one-year program for graduates of approved colleges whose undergraduate programs have been largely nonprofessional in scope. This program permits concentrated study in the various management disciplines and leads to the diploma in management. Thirty-two (32) semester hours of work are required, of which the student must take 24 semester hours within the SOM. A student may take up to eight semester hours in complementary disciplines such as economics and statistics. Each student plans her program in consultation with the SOM Associate Dean for Administration and Academic Programs or the SOM Associate Dean for UG Programs and may include any courses for which prerequisites are
satisfied. The program's flexibility permits the selection of courses to meet varying objectives of individual students.