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Learning, Course Sequencing, Courses Taken in Other Graduate Programs, Adding Courses/Switching Sections, Hardware and Software Standards, Walking at Commencement with unfinished degree requirements.

LEGAL HOLIDAYS AND RELIGIOUS OBSERVANCES

EXAMINATIONS

DELIVERABLES AND OTHER COURSE REQUIREMENTS

STUDENTS WITH LEARNING DISABILITIES OR PHYSICAL LIMITATIONS

CLASSROOM NORMS

STANDARDS OF ACADEMIC CONDUCT

Honor Code, Violations of the Honor Code, Including: Cheating, Plagiarizing, Misusing Library Resources, Misusing Technology Resources on Computer Software and Hardware, Illegal Duplication of Software or Violating Licensing Agreements, Violation of Copyright Law

POLICIES FOR COORDINATED/DUAL DEGREE PROGRAMS

POLICIES FOR SOM TRAVEL COURSES

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ACADEMIC PROGRAM GOALS FOR EACH PROGRAM

MBA PROGRAM GOALS

I. 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.

II. 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.

III. 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.

IV. 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.

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

MBA IN HEALTH CARE PROGRAM GOALS

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

III. **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.

IV. **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.

V. **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 PROGRAM GOALS**

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

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

III. Continue academic rigor and excellence.

**MSM PROGRAM GUIDING PRINCIPLES**
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I. Core will constitute a “suite” of basic business courses that give basic business knowledge and skills
II. Program will boost personal mastery in management

MCM PROGRAM GOALS

I. Ability to communicate effectively and ethically in a diverse multicultural world.
II. Ability to communicate effectively with internal and external stakeholders (financial, nonfinancial and technical information).
III. Ability to lead and manage the communications strategies and tactics in organizations.
IV. Ability to research and evaluate communication effectiveness.
V. Ability to strategically use and understand new technologies and media.
VI. Ability to understand and apply theories of communication.

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.
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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.

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 full week of classes 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. The student will also be withdrawn by the SOM programs office out of any quantitative course(s) for the semester.

The student will not be required to withdraw from the MBA program, but she will not be permitted to enroll in any MBA quantitative courses, e.g. GSM 411 Economics, GSM 427 Strategy Decision Making, GSM 420 Financial Accounting, or GSM 415 Quantitative Analysis, until the math competency exam is passed and must complete and pass this exam before the beginning of the following semester. Passing the math competency is not a contingency in a student’s admissions decision. If the program of study is slowed down, it also may delay a student’s expected graduation date.

Excel Competency

The SOM requires all students entering the MBA program to take and pass an excel competency test prior to the first full week of classes. 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 the first quantitative course begins. Passing the excel competency is not a contingency in a
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student’s admissions decision. 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.

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 Competency 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 competency course is required. All competency requirements must be completed by the first week of classes once you have been accepted.

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

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>GSM 403</td>
<td>Foundations of Business-2 sessions will be required during your graduate program. One session when you enter, and one session midway through the program</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 (Prerequisites: GSM 411)</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 (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 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>
</tbody>
</table>
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GSM 431 Information Technology (Prerequisite: GSM 430) 2 cr.
GSM 435 Finance (Prerequisites: GSM 411, GSM 415 and GSM 420) 3 cr.
GSM 440 Strategy II (Prerequisites: GSM 421, GSM 425, GSM 430, GSM 435, GSM 460, GSM 465, and pre/co-requisites GSM 426, GSM 412, GSM 431 and GSM 441) 3 cr.
GSM 441 Leadership, Governance and Accountability (Prerequisites: GSM 412, GSM 421, GSM 425, GSM 426, GSM 430, GSM 435, GSM 460, GSM 465, and pre/co-requisites: GSM 440, GSM 412 and 431) 2 cr.
GSM 450 Career Strategies 1 cr.
GSM 455 Leading Individuals and Groups 3 cr.
GSM 460 Communication Strategies 1 cr.
GSM 465 Leading Organizational Change (Prerequisite: GSM 455) 3 cr.
GSM 470 Negotiation and Conflict Management (Prerequisite: GSM 455) 2 cr.
GSM 5XX Electives (8-12 credits in total; many have prerequisites). 3 cr.

MBA Course Requirements- Fall 2012 and after-54 credits

GSM 411 Economic Analysis for Managers 3 cr.
GSM 412 Business, Government and the Global Economy (Prerequisites: GSM 411) 3 cr.
GSM 415 Quantitative Analysis 3 cr.
GSM 420 Financial Reporting and Analysis 3 cr.
GSM 421 Managerial Accounting (Prerequisite: GSM 420) 3 cr.
GSM 425 Marketing Management (Pre/co-requisite: GSM 415, GSM 420, GSM 411) 3 cr.
GSM 427 Strategic Thinking and Analytical Decision Making 3 cr.
GSM 430 Technology and Operations Management 3 cr.
GSM 435 Finance (Prerequisites: GSM 411, GSM 415 and GSM 420) 3 cr.
GSM 440 Strategy II (Prerequisites: GSM 421, GSM 425, GSM 430, GSM 435, GSM 465, and pre/co-requisites GSM 412, GSM 442) 3 cr.
GSM 442 New Financial Capstone 3 cr.
GSM 455 Leading Individuals and Groups 3 cr.
GSM 465 Leading Organizational Change (Prerequisite: GSM 455) 3 cr.
GSM 470 Negotiation and Conflict Management (Prerequisite: GSM 455) 3 cr.
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GSM 5XX Electives (12 credits in total; many have prerequisites). 3 cr.

Concentrations-MBA

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

Sustainability/CSR
GSM 516 Sustainability Analysis and Reporting
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 (Replaces: GSM 610 Strategic Drivers, Policy and Politics in the Health Sector)
MBAH 410 Health Economics OR
MBAH 436 Health Financial Strategy
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GSM 5xx designed with your HC concentration advisor

Organizational Leadership
GSM 553 Gender, Diversity and Leadership
GSM 551 Perspectives and Practices: Principled Leadership
GSM 511 Culturally Intelligent Leadership

DEGREE REQUIREMENTS-MBA IN HEALTH CARE PROGRAM

The Master of Business Administration in Health Care (MBAHC) 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-Master of Business Administration in Health Care

Math Competency Requirement

The SOM requires all students entering the MBAHC program who scored below the 25th percentile in the quantitative portion of the GMAT or GRE to take and pass a math competency test prior to the first full week of classes in the MBAHC 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. The student will also be withdrawn by the SOM programs office out of any quantitative course(s) for the semester.

The student will not be required to withdraw from the MBAHC program, but the student will not be permitted to enroll in any MBAHC quantitative courses, e.g. MBAH 410 Health Economics, MBAH 427 Strategic Thinking and Analytical Decision Making, MBAH 420 Financial Reporting and Analysis, or MBAH 415 Quantitative Analysis, until the math competency exam is
passed and must complete and pass this exam before the beginning of the following semester. Passing the math competency is not a contingency in a student’s admissions decision. If the program of study is slowed down, it also may delay a student’s expected graduation date.

Excel Competency

The SOM requires all students entering the MBAHC program to take and pass an excel competency test prior to the first full week of classes in the MBAHC 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 the first quantitative course begins. Passing the excel competency is not a contingency in a student’s admissions decision. If the program of study is slowed down, it also may delay a student’s expected graduation date.

HCMBa Leadership Competencies

The National Center for Healthcare Leadership 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 MBA HC Programs have done this by adopting a subset of the NCHL competency model as a framework for its curriculum planning and evaluation.

As you start your masters program, you will likely have already achieved some of these competencies through your prior educational and work experience. But, you will also likely have many areas you still need to develop. Our health care program courses will return to many of these competencies, and by the end of the program, you should be working to achieve at least the minimum program level specified for each competency.

Technology Fluencies
Students are expected to possess the technology competencies necessary for success in the MBAHC 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 MBAHC program.

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 Competency requirement. As a pre-MBA student you are not required to complete these competency requirements until you have been accepted into your MBA HC 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 competency course and math competency is required. All competency requirements must be completed by the first week of classes once you have been accepted.

MBA in Health Care Course Requirements- 54 credits

<table>
<thead>
<tr>
<th>Course</th>
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<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>MBAH 403</td>
<td>Foundations of Business-2 sessions will be required during your graduate program. One session when you enter, and one session midway through the program</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>
<tr>
<td>MBAH 427</td>
<td>Strategic Thinking and Analytical Decision Making (Pre or co req: MBAH 420)</td>
<td>3 cr.</td>
</tr>
<tr>
<td>MBAH 429</td>
<td>HC Quality and Measurement (Prerequisite: MBAH 415)</td>
<td>3 cr.</td>
</tr>
<tr>
<td>MBAH 434</td>
<td>HC Finance (Prereq’s: MBAH 410, MBAH 415 and MBAH 420)</td>
<td>3 cr.</td>
</tr>
<tr>
<td>MBAH 436</td>
<td>HC Financial Strategy (Prerequisite: MBAH434 and MBAH 443)</td>
<td>3 cr.</td>
</tr>
<tr>
<td>MBAH 443</td>
<td>HC Organizational Strategy (Prerequisite: MBAH 466)</td>
<td>3 cr.</td>
</tr>
<tr>
<td>MBAH 448</td>
<td>HC Information Technology (Prerequisite:MBAH 480)</td>
<td>3 cr.</td>
</tr>
</tbody>
</table>
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MBAH 455  Leading Individuals and Groups  3 cr.
MBAH 466  HC Leadership and Change (Prerequisite: MBAH455)  3 cr.
MBAH 470  Negotiation and Conflict Management (Prerequisite: MBAH 455)  3 cr.
MBAH 480  The Health System  3 cr.
MBAH 481  HC Law and Ethics (Prerequisite: MBAH 480)  3 cr.
MBAH 5XX  Elective I  3 cr.
MBAH 5XX  Elective 2  3 cr.

DEGREE REQUIREMENTS-MHA PROGRAM

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.

MHA Leadership Competencies
The National Center for Healthcare Leadership 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 MBA HC Programs have done this by adopting a subset of the NCHL competency model as a framework for its curriculum planning and evaluation.

As you start your masters program, you will likely have already achieved some of these competencies through your prior educational and work experience. But, you will also likely have many areas you still need to develop. Our health care program courses will return to many of these competencies, and by the end of the program, you should be working to achieve at least the minimum program level specified for each competency.
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**Course Requirements-Masters in Health Administration**

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
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</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>SHS 581</td>
<td>Basic Negotiation</td>
<td>3 cr.</td>
</tr>
<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.
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- A working knowledge of the Microsoft Office Suite software programs, including Word, PowerPoint and Excel.

Waiving the GRE/GMAT Requirement

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.

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 individually designed to build on the strengths each student possesses and to cover new material. Required and elective courses are chosen from the M.H.A. curriculum and may include fieldwork or independent research. Two concentrations are available: Finance and Analytical Thinking and Organizational Leadership.

ACADEMIC POLICIES FOR THE ACCELERATED MASTERS IN HEALTH ADMINISTRATION PROGRAM

http://www.simmons.edu/som/amha/docs/AMHA_POLICY_MANUAL_7122011.pdf

The Accelerated Master of Healthcare Administration (AMHA) requires the satisfactory completion of all course work, which is 10 courses and 30 credit hours for students with an earned Pharma.D degree. AMHA program also has degree pre-requisites which are required as well. 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-Accelerated Masters in Health Administration

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
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</thead>
<tbody>
<tr>
<td>HMP 500</td>
<td>Participant Foundations</td>
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<tr>
<th>Course Code</th>
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<tbody>
<tr>
<td>HMP 581</td>
<td>Negotiation</td>
<td>3 cr.</td>
</tr>
<tr>
<td>HMP 503</td>
<td>Managerial Epidemiology</td>
<td>3 cr.</td>
</tr>
<tr>
<td>HMP 523</td>
<td>Strategic Marketing</td>
<td>3 cr.</td>
</tr>
<tr>
<td>HMP 522</td>
<td>Health Information Management</td>
<td>3 cr.</td>
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<tr>
<td>HMP 509</td>
<td>Health Care Finance</td>
<td>3 cr.</td>
</tr>
<tr>
<td>HMP 520</td>
<td>Healthcare Operations and Quality</td>
<td>3 cr.</td>
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<tr>
<td>HMP 505</td>
<td>Organization Theory</td>
<td>3 cr.</td>
</tr>
<tr>
<td>HMP 545</td>
<td>Health Policy</td>
<td>3 cr.</td>
</tr>
<tr>
<td>HMP 534</td>
<td>Advanced Financial Strategy and Business Planning (pre-req: HMP 509)</td>
<td>3 cr.</td>
</tr>
<tr>
<td>HMP 530</td>
<td>Organizational Strategy (pre-req's: HMP 581, 503, 523, 522, 520,505, 534)</td>
<td>3 cr.</td>
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DEGREE REQUIREMENTS-MCM PROGRAM

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

Required Courses-MCM

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-DUAL DEGREE MCM PROGRAM and GENDER/CULTURAL STUDIES
The Master of Communications Management (MCM) requires the satisfactory completion of all course work -36 credit hours of coursework. 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. Coursework includes four required MCM courses, three required GCS courses, five 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-MSM PROGRAM
Required Courses-Masters of Management Program
In the Masters of Science in Management Program, all students are required to take 36 credits. There are five 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 competency test before they take MGMT 407 Accounting and Financial Aspects of Business.

Required courses for all students (5 courses)

MSMG 403 Foundations of Business (non credit but required course)
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<table>
<thead>
<tr>
<th>Course Code</th>
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<th>Credits</th>
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<tbody>
<tr>
<td>MSMG 404</td>
<td>Business and Management</td>
<td>3 cr.</td>
</tr>
<tr>
<td>MSMG 407</td>
<td>Accounting and Financial Aspects of Business</td>
<td>3 cr.</td>
</tr>
<tr>
<td>MSMG 406</td>
<td>Negotiations</td>
<td>3 cr.</td>
</tr>
<tr>
<td>MSMG 405</td>
<td>Leadership Teams and Organizations</td>
<td>3 cr.</td>
</tr>
<tr>
<td>MSMG 408</td>
<td>Strategic Management and Marketing (prereq: MSMG 407 Accounting and Financial Aspects of Business)</td>
<td>3 cr.</td>
</tr>
</tbody>
</table>

Specialization Courses (4 courses required)

**Communications Management**

- MSMG 420: Emerging Communications Technologies 3 cr.
- MSMG 422: Communicating Across Cultures 3 cr.
- MSMG 421: Research Management 3 cr.
- MSMG 423: Applied Learning Project 3 cr.

**General Management**

- MSMG 442 Project Management 3 cr.
- MSMG 443 Culturally Intelligent Leadership 3 cr.
- MSMG 444 Operations and Decision Making 3 cr.
- MSMG 433 Strategic Communication and Organizational Change 3 cr.
Non Profit Management

MSMG 430 Non Profit Management 3 cr.

MSMG 431 Finance and Accounting for Non Profits 3 cr.

MSMG 432 Philanthropy, Policy and Fundraising (Pre-req: MSMG 407 Accounting and Financial Aspects of Business) 3 cr.

MSMG 433 Strategic Communication and Organizational Change 3 cr.

Electives- 500 level (3 courses required)
Choose courses from the MCM, MBA or MSMG elective list. Students must have met the prerequisite required for the course to be eligible.

ACADEMIC STANDARDS-ALL GRADUATE PROGRAMS (MBA, MBAHC, 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 of Faculty and Curriculum.

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 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:
  o 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.
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- 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.

Formal 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.

3. No formal action taken at the time of review by the faculty.

GRADES AND GRADE POINT AVERAGE TRANSLATIONS

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**  Outstanding 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
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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. This change must be approved by the appropriate Program Director and/or the Associate Dean for Faculty and Curriculum. 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 Faculty and Curriculum. 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

Prerequisites

Students must meet prerequisite requirements for courses prior to the start date of the class. Co-requisites for a class must be taken either before or concurrent with the class and will be identified during registration. 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 Faculty and Curriculum.

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.

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
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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.

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 Faculty and Curriculum 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 either 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.

Repeating Courses-MBA and MBAHC 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 Faculty and Curriculum 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.

Withdrawal from Courses
Students may withdraw from a course up to the date of the final class session prior to the final exam or presentations, whichever comes first. 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 if and when 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 upon withdrawing from any course. Any change in status may result in the loss of eligibility for certain loan/aid programs.

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

Normally, only one internship, fieldwork, practicum or independent study course will count towards the SOM graduate program degree requirements.

All internships, practica and/or fieldwork must be approved in advance by the SOM faculty member teaching the course (internship) or supervising the offsite experience (fieldwork and practica) before a student will be allowed to register for the course. Only SOM faculty may supervise an internship, practicum or fieldwork and they must give their consent in writing to the Academic Programs Office before the student will be registered for the course.

**Independent Study Guidelines**

A. Overview

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.

In order to complete an independent study, students must first identify a specific faculty member who is willing to work with them on the project. They must then find a mutually agreed upon topic. It is not up to the faculty member to generate a topic for an independent
study. However, the student's topic must be agreed upon with the faculty member and must fall within the faculty member's expertise so that the student and faculty both get maximum benefit from the project. Faculty and student responsibilities are outlined below once a mutually agreed upon topic has been chosen.

B. Student responsibility

The student will take the lead in developing and completing an independent study. The role of the faculty is to provide guidance, support, feedback, and grading. Students should expect to spend 100 hours (plus or minus) on a 3 credit graduate level independent study. In order for a student to successfully complete an independent study, the student must complete the following:

- The student will develop a proposal for the independent study before the beginning of the semester in which they want to complete the independent study. This includes 1) identifying the topic of the independent study, 2) describing the rationale for studying this topic, and 3) preparing a detailed time line of when the various components of the independent study will be completed and how the 100 hours will be allocated. The components of the independent study are outlined below.
- The student will obtain the permission of the supervising faculty member to complete the independent study as designed or, if needed, make changes to the proposal so as to obtain faculty approval for the plan.
- The student will prepare part of the reading list, typically consisting of 4-5 key papers related to the topic.
- The student will write an annotated bibliography using the papers they identified as well as the papers provided by the faculty member. This includes finding common themes, identifying a research question, and developing a listing of references and citations in APA style.
- The student will conduct either primary or archival research to answer the research question. If the student conducts primary research using human subjects, a proposal must be submitted to and approved by the Institutional Review Board (IRB).
- The student will complete a 20-30 page research paper using their annotated bibliography and their research. The paper will include exhibits as necessary and will include a listing of references and citations using APA style.
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- The student will be responsible for scheduling meetings with the faculty every 2-3 weeks. "Meetings" can be in person or virtually, but the method of meeting must be mutually agreed upon with the faculty member.

All Independent Studies must have a SOM faculty advisor and an approved outline for course completion before the student will be allowed to register for the course.

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.

Travel Courses
Normally, students will only take one course with the same course number. Students may petition the Program Director and/or the Associate Dean for Faculty and Curriculum for an exception to take the same course and travel to a different region. (See additional information in a special section on Travel Courses)

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 and signed 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.
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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.

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 filed with 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).

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
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SOM courses have been completed. For any award involving a GPA as the primary requirement, all SOM coursework must have been completed.

Withdrawals from a Course
Students may withdraw from a course up to the date of the final class session prior to the date of the final exam or final presentations. No refunds are given after the official add/drop dates posted by the College.

Formal 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.

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 Faculty and Curriculum.

Course Substitutions
The petition process involves writing a letter outlining why a course substitution is being requested. The petition will go to the appropriate Program Chair and then to the Associate Dean for Faculty and Curriculum for approval. If the Associate Dean for Faculty and Curriculum approves a course substitution, then the student must complete approved advanced electives for the equivalent number of credit hours.

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

Email Policy
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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.

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.

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 Sections within your program
After the first class, students need written 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.

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.

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 may be implications on funding and repayment terms.

Course Waivers and Transfer Credits-MBA Programs
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 must be submitted prior to a student’s first semester in her program and will be reviewed by appropriate Program Director and then by the Associate Dean for Faculty and Curriculum, in consultation with the relevant faculty members.

Petitions for either transfer credits or course waivers 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.
• Coursework already counted towards the completion of another degree will not be considered for transfer credit.
• 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 SOM will only consider for waiver the following three courses: GSM 411 Economics, GSM 420 Financial Reporting and Analysis and GSM 415 Quantitative Analysis.

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 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.
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• If the student successfully waives out of the course, normally, she will be required to substitute the course credit with an advanced elective.

Course Transfers and Waivers-HCA, MSM and MCM programs

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 must be submitted prior to a student’s first semester in his/her program and will be reviewed by the Associate Dean for Faculty and Curriculum, 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.
• Coursework already counted towards the completion of another degree will not be considered for transfer credit.
• 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.
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**MBA Students 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. 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 Faculty and Curriculum in advance of the starting date of the course.

**SOM Students taking courses within the SOM but outside of their home program**

SOM students may petition to take up to two electives in other SOM graduate programs. 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 Program Director and then by the Associate Dean for Faculty and Curriculum in advance of the starting date of the course.

**Undergraduate students taking graduate SOM courses**

Any undergraduate student requesting to take a SOM graduate course must get approval from both the faculty member teaching the course as well as the appropriate Program Director and the Associate Dean for Academic Programs. Undergraduate students are subject to the graduate academic policies. A maximum of nine SOM graduate credits can be double counted at the UG level.

**BAMBA students taking MBA courses**

Any undergraduate student admitted to the BAMBA program will have specific 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 BAMBA 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 four UG management program majors.

Walking at Commencement in May when you have not finished degree requirements

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.

LEGAL HOLIDAYS AND RELIGIOUS OBSERVANCES

Evening classes will typically be held on all federal and state holidays during the semester. Classes will not be held on Memorial Day, July Fourth, and Labor Day.

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 be excused from the class, study, or work requirement and shall be provided with an opportunity to make up the examination, study or work they may have missed. Religious accommodation is not discretionary and covers all religions and religious holidays.

EXAMINATIONS

Faculty expect all students will 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 both 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.

Students will have an opportunity to see and discuss their graded examinations. Faculty may, however, at their discretion, require that all graded examinations be returned and kept in the faculty office.

**DELIVERABLES AND OTHER COURSE REQUIREMENTS**

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 has the option not to accept the assignment, to accept it with a penalty, or to accept it without penalty. The faculty member’s policy should be included in the course syllabus or in written assignment instructions.

**STUDENTS WITH LEARNING DISABILITIES OR PHYSICAL LIMITATIONS**

Reasonable accommodations will be provided for registered students with documented physical, sensory, systemic, cognitive, learning, and psychological disabilities. Any student with a disability wishing to receive academic accommodations from the College must register with the Disabilities Services Office in the Center for Academic Achievement prior to receiving any accommodations. Reasonable accommodations are determined on a case-by-case basis in consultation among the Disabilities Services Office, the student, and, if appropriate, the faculty member. Students must meet with the Disabilities Services Office every semester in which they wish to request accommodations. Students with disabilities receiving accommodations are also
encouraged to contact their instructors within the first week or two of the semester to discuss their individual needs for accommodations.

CLASSROOM NORMS

Faculty members expect standards of professional behavior inside the classroom, which 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. The use of laptops in class is a faculty member decision for his or her course. All students should be aware that faculty members may vary in their expectations of classroom behaviors, and that it is up to the student to ensure that he/she understands the behaviors that are not allowed inside each different classroom. At all times, the instructor is the first point of contact for any classroom issues or questions.

The SOM expects that all students will show tolerance for the point of view of others and will express their own opinions respectfully. We ask every student to help ensure that the best learning process possible is achieved in every course.

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. A part of this education involves demonstrating the desire for participation and regard for colleagues, demeanor, and attitude that will facilitate success in the business world. This applies whether the student is entering the profit or nonprofit arena, or whether he or she is seeking a career after undergraduate or graduate training. 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.

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1. The Faculty, Deans and staff of the SOM are committed to providing students with the best possible curriculum, interaction with the real world of business, and support in entering or progressing in desired business careers. However, 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 that are provided by the SOM if they are to experience the true value of the SOM education. In particular, participation in Career Services events and in career conferences, interviewing opportunities and other counseling is essential as is completing a resume in the desired format and within the appropriate deadlines. Students will be expected to show a positive attitude toward these and other SOM activities, clubs, meetings etc. and give them their full attention as requested.

2. 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. This behavior is also the general standard in the business world as well.

CLASSROOM DECORUM

1. SOM Faculty strive to engage each student in the work of the classroom and believe that the classroom should be an area of learning and attention. Classroom participation is encouraged, and rules regarding absence from class without prior notice will be established by faculty members. It is also expected that students will not engage in activities in the classroom that interfere with the effective learning environment, including non-class related use of computers or phones, side conversations and other forms of disruptive behavior.

2. 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
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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.

3. Simmons College values family life and has worked to develop policies that support families. However, given the importance of the work in the classroom and the desire to promote an academic environment in the business program that facilitates focused learning, children should not be brought into classrooms and 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.

STANDARDS OF ACADEMIC CONDUCT

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.

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 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
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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 is the primary source for honor code and violation procedures.

Violations of the Honor Code include:

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
• (Title 17, United States Code, Section 101 and following) Students should pay particular attention to section 107, which allows photocopying of copyrighted materials under the guidelines of “fair use”, and to section 108, which describes some of the photocopying regulations in academic libraries. (See the introduction to the Simmons College Copyright Policy at 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.

POLICIES FOR COORDINATED and DUAL DEGREE PROGRAMS

A. 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 coordinated degree between the MBA/MSW programs and a dual degree between our MCM and CAS Gender studies program.

B. Requirements
Students must follow the admissions requirements for the program. In MBA/MSW, they are accepted to each school separately. In the MCM/Gender studies program, they are accepted through the College of Arts and Sciences. Course requirements for each degree are specified in this document. 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 doublecount. As of September 2011, there will be one tuition rate for coordinated degrees that will cross both programs and it will be at the higher tuition rate.

POLICIES FOR SOM TRAVEL COURSES

A. Description

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.

B. Learning Objectives

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
• to develop connections and links to students, experts, and organizations operating overseas
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- 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.

POLICY ON 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. To attain these goals we seek to create an atmosphere within which students learn to become actively engaged members of society and to 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 these goals are attained, Simmons has committed itself to the following principles:

- Simmons College supports the principle and sprit 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.
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- 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 meets 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.