California State University
SAN MARCOS

MBA Program



STUDENT HANDBOOK

FEMBA 2025 Entry

MESSAGE FROM THE ASSOCIATE DEAN

It is my pleasure to welcome you to the College of Business Administration at California State University San Marcos. Our Fully Employed MBA program is designed for working professionals and the schedule will allow you to complete your degree in 18 months. Our convenient Wednesday night and Saturday classes allow students to work full-time while completing their MBA degree.

All our faculty hold doctorate degrees and have extensive teaching experience in business programs at prestigious universities across the country. They have vast industry and consulting experience and have developed a curriculum that is challenging, unique, and relevant to today's world.

The College of Business Administration faculty and staff are committed to making your business education intriguing, affordable, relevant, and enjoyable. We trust your time with us will be a very rewarding experience and encourage your feedback throughout the program.

Sincerely,



Mohammad Oskoorouchi, PhD
Associate Dean, College of Business Administration
MBA Faculty

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GENERAL INFORMATION

Mission

We are committed to providing rigorous and relevant educational programs using a balance of theoretical, experiential, and applied learning to educate a diverse body of students to become responsible, engaged citizens with a global mindset who contribute positively to their communities and organizations. We achieve this through collaborative relationships among faculty, staff, students, and the community guided by faculty involved in a combination of academic scholarship, applied scholarship, and professional experience.

Historical Background

Since its founding in 1989, California State University San Marcos has been dedicated to student success, social mobility, and innovation. The university works to foster deep learning and academic success by engaging students in meaningful and innovative educational experiences. Our Fully Employed MBA program was introduced in 1995 and we are very proud of our over 2200 MBA alumni. In 2014 we began offering a specialized MBA program with specializations in Business Analytics, International Business, and Supply Chain Management.

Accreditation Status

In 2021 the California State University San Marcos College of Business Administration achieved accreditation with the Association to Advance Collegiate Schools of Business (AACSB). Through a rigorous peer-review process, AACSB accreditation ensures that business schools meet the highest standards of excellence in teaching, research, curriculum, and learner success. Among academics and corporate headhunters, the AACSB accreditation is considered the gold standard of business school accreditation.

In 1993, CSUSM first received WASC (Western Association of Schools and Colleges) accreditation. Since then, there have been three re-affirmation visits, the latest in March 2016.

MBA PROGRAM POLICIES

Conditional Admission

All students are conditionally admitted to the MBA program. To continue in the program, you must complete BA 615 (Statistics for Management) with a grade of C or better and maintain a minimum cumulative GPA of 3.0 by the end of the Summer 2025 term. Failure to meet these requirements will result in dismissal from the program.

Grading System

We grade on a standard plus/minus scale with the exception of two classes which are either credit or no credit (Workshops and Meet the Leaders – see page 9 for more information). You must maintain a minimum of a 3.0 GPA to remain in good standing and complete the program. A grade of C or higher is considered passing; a C- is not and would require the course to be retaken for a higher grade.

Letter Grade	Grade Points	Result
A	4.0	Pass
A-	3.7	Pass
B+	3.3	Pass
B	3.0	Pass
B-	2.7	Pass
C+	2.3	Pass
C	2.0	Pass
C-	1.7	Fail
D+	1.3	Fail
D	1.0	Fail
F	0.0	Fail

Degree Conferral

Degrees are conferred after the completion of all academic program requirements. The FEMBA program has one conferral date per year, in December after the completion of the Culminating Experience. You must complete the GWAR writing requirement, advance to candidacy, and apply to graduate by the application deadline. The first two milestones will be recorded by the MBA office staff but you are responsible for applying to graduate. You will be given instructions and reminders at the appropriate time.

Time Limit for Degree Conferral

A master's degree must be completed within five years from the student's first registration date in that program.

Participation in Commencement

CSUSM holds two commencement ceremonies per year for all students. Students who graduate in December are invited to walk at the end of the Fall semester.

Incomplete Grades

An "I" grade indicates that a portion of required coursework has not been completed due to unforeseen circumstances and there is still a possibility of earning credit. A final grade is assigned when the work agreed upon has been completed and evaluated.

If unforeseen circumstances prohibit you from completing your work in a semester you may request an "I" grade from your instructor. If approved, you and the faculty member will complete the Incomplete Grade agreement that includes a description of the remaining work to be completed. Once the work is done and evaluated the instructor submits a grade change to remove the Incomplete and assign a letter grade.

If you do not complete the required coursework within one year your "I" grade will convert to an "IC" (Incomplete Charged) which is equivalent to a failing grade. It is important to note that if you have an "I" on record when it is time to advance to candidacy you will not be permitted to advance until you have cleared it from your record. If you do not advance to candidacy on time you will not be permitted to enroll in the culminating experience and consequently will not graduate on time.

Attendance Policy

The MBA program at CSUSM is designed with a flexible hybrid format to accommodate working professionals. The first class of the program is conducted fully in person. After this, faculty can choose to continue with in-person classes or adopt a hybrid format, where Wednesdays are held virtually and Saturdays are in person.

Each course is 5 weeks long, with students focusing on one class at a time. For each class, you are allowed to attend up to two Saturday sessions virtually from home unless the instructor has designated specific dates as mandatory in-person sessions.

Instructors set their own attendance policies, but because these are short, fast-paced courses, it is generally expected that you will attend every class session. Missing even one class can place you at a disadvantage academically.

In the case of illness or unexpected absence, you are responsible for coordinating with your instructor to make up any missed work. Instructors will not keep track of your attendance or missed assignments; maintaining your course responsibilities is entirely up to you.

Repeating a Course

Graduate students may repeat up to two courses to meet graduation requirements. You must submit a Graduate Student Course Repeat Request Form to Cougar Central to omit your original grade from your GPA calculation. A Course Repeat form cannot be completed until after you have completed the repeat course and have your new grade. Both the original course and the repeated course must be taken at CSUSM.

Course Withdrawal

Students may drop courses with no penalty through the end of the add/drop period which will be posted in Cougar Central. Beginning the day after the add/drop period students may withdraw and receive a "W" grade. Please consult with the MBA Director (Stephen Vandereb) before doing this as all the MBA classes are offered once per year and dropping one will affect your timeline for degree completion. The MBA office must be involved in this decision.

Leave of Absence Policy

A graduate student may request a leave of absence by submitting a Graduate Student request for Leave of Absence form to Cougar Central before the end of the semester's add/drop period for which the leave is being requested.

Conditions:

1. Master's students must be in good academic standing (cumulative GPA of 3.0 or better)
2. The student must have completed at least six credit hours of CSUSM coursework toward the Master's degree
3. A leave of absence will not be authorized if the student has completed all requirements except the culminating experience.

Limitations:

1. A Master's student may be granted leave status for a maximum of two regular semesters (fall or spring)
2. Authorized leaves do not extend the time limit for completion of a Master's degree
3. A Master's student on leave does not qualify for faculty supervision and use of other university resources may be restricted.
4. A completed thesis or final project will not be accepted during a leave.

Academic Notice (Probation) and Program Dismissal

A student will be placed on an academic notice if, during any academic term, the student fails to maintain a cumulative GPA of at least 3.0 in all units attempted in the graduate program. The MBA Program Coordinator will notify the student in writing if they do not meet the minimum GPA. The notice will include a plan for remediation and a timeline for completion. If a student is placed on probation for two semesters in a row, they will be dismissed from the program. A student on academic probation cannot advance to candidacy or graduate.

Re-enrolling after Voluntary Withdrawal

If you withdraw from the program for any reason other than academic dismissal and are in good academic standing with the program and university, you may reapply to the program. Your place in the cohort is not held; if you leave you will need to reapply during the open application period and join the next cohort. We will apply any completed coursework to your new record so you will not have to repeat classes.

CAMPUS POLICIES

Student Code of Conduct

The university is committed to maintaining a safe and healthy living and learning environment for students, faculty, and staff. Students are expected to be good citizens and engage in responsible behaviors that reflect well upon their university. Be civil to one another and others in the campus community and contribute positively to student and university life. Student behavior inconsistent with the Student Conduct Code will be subject to discipline. Following are some, but not all, grounds upon which student discipline can be based:

- Cheating, plagiarism, or other forms of academic dishonesty
- Willful, material, and substantial disruption or obstruction of any on-campus activity
- Possession or misuse of firearms or guns, ammunition, or other weapons on campus
- Conduct that threatens or endangers the health or safety of any person including physical abuse, threats, intimidation, harassment, or sexual misconduct

Immunization Policy

All new students entering CSUSM for the first time are required to have the following immunizations or show proof of immunity to these diseases:

- Measles, Mumps, & Rubella (MMR) – 2 doses or positive laboratory titer

For medical reasons, immunization accommodations/exemptions are available. Please submit documentation from a licensed physician or healthcare provider indicating medical reasons on our website.

Alcohol and Drug Policy

The possession, consumption, or sale of alcoholic beverages on CSUSM property is prohibited unless approved by the President of the campus. CSUSM complies with the Federal Drug-Free Schools and Communities Act of 1989 and certifies that the possession, use, distribution, sale, or attempted sale of controlled substances is prohibited on campus property or at university functions and activities.

Smoking and Tobacco Policy

CSUSM is a smoke, vapor, and tobacco-free campus, contributing to our commitment to creating a respectful, safe, and healthy learning and working environments for all our faculty, staff, students, and visitors.

Parking Policy

Parking permits are required every time you are on campus. We use virtual permits linked to your license plate; no paper or sticker permits are issued. You can access your parking account through the CSUSM app or by visiting csusm.aimsparking.com. You will register your vehicle and purchase your permit type. We offer daily, monthly, semester, and academic year (spring and fall semesters) options.

Because all of your classes are in Markstein Hall, we recommend parking in lot F as it is the closest, but your permit will allow you to park in any general-use lot and the parking structure. You may not park in faculty/staff-designated lots.

MBA PROGRAM INFORMATION

MBA Key Contacts

- **Mohammad Oskoorouchi** – Associate Dean and Director of Graduate Programs
- **Stephen Vandereb –** Associate Director of MBA Program
- **Grace Simnitt –** MBA Program Assistant
- **Roger Herzler –** Director of Business Community Projects (Master's Experience)
- **Giselle Bazan –** Administrative Assistant for Master's Experience



Mohammad Oskoorouchi	Stephen Vandereb	Grace Simnitt	Roger Herzler	Giselle Bazan
moskooro@csusm.edu	svandereb@csusm.edu	gsimnitt@csusm.edu	rherzler@csusm.edu	gbazan@csusm.edu

Cohort Contact Information

Your cohort has a group email set up which you have all been subscribed to: femba2025@csusm.edu

We encourage you to maintain regular contact with other members of your cohort to facilitate learning and build friendships. This group email is viewable by the MBA office staff and the Associate Dean of the College of Business.

Your cohort will need to designate one or two members to be your class representative and you must notify the MBA office of your choice by the end of the summer term. The class representative will be the main contact between the cohort and the MBA office staff and faculty, and will also attend a future orientation to speak to incoming students about the program.

Coffee Lounge

On the first floor of Markstein Hall is a room called MARK Conference Support, 124. Inside is a lounge area reserved for MBA students with a refrigerator, microwaves, a table and chairs, water, coffee, and tea. This room is free to use. The access code is 1989* (you do need to type the asterisk.) Please clean up after yourself. The refrigerator will be cleaned out after each block of classes (every five weeks).

Degree Requirements

To earn the MBA degree you must complete the following:

- All coursework (41 units over 5 semesters)
- Pass the Graduate Writing Assessment Requirement (GWAR)
- Advance to Candidacy
- Maintain a 3.0 GPA or better

Graduate Writing Assessment Requirement (GWAR)

The GWAR must be completed before a student can advance to candidacy. The requirement can be met in one of two ways:

- Achieving a minimum score of 4.0 in the Analytical Writing section of the GMAT or GRE
- If you do not meet the requirement with a test score or your test was waived, you must submit a paper in BA 616 (Summer 2023) which will be scored by the Writing Improvement Project team using the CSUSM GWAR rubric. You must obtain at least a 10 out of 16 on the GWAR rubric.

Please note that it is possible to pass BA 616 and fail the GWAR. If you do not pass the GWAR, you are provided with feedback on how you can pass and are given another opportunity to revise and submit your paper for review.
If you still do not pass after that, it becomes a case-by-case situation and is reviewed and determined by the Associate Dean.

Advance to Candidacy

To advance to candidacy a student must have fulfilled the GWAR, be in good academic standing with at least a 3.0 GPA, and have no more than 11 units including BA 625, BA 635, BA 671, BA 673, and BA 680 remaining towards the completion of the FEMBA program. This milestone will be created by Grace in the MBA office; you do not need to request to be advanced.

Workshops and Meet the Leaders

Workshops are offered on the first Saturday before each term and serve to enrich the FEMBA curriculum with topical, essential knowledge and critical skills that are key to succeeding in the 21st century. Each semester you will enroll in BA 71, which is graded as credit/no credit for zero units except for your final semester when you will enroll in BA 671, which is also graded as credit/no credit but is worth one unit. You must attend 70% or more of all workshops.

Meet the Leaders (MTL) is a signature course in the FEMBA program that allows students the chance to learn contemporary business ideas in an informal setting, provide networking opportunities, and help students develop strong professional relationships. Lunch is provided. Each semester you will enroll in BA 73, which is graded as credit/no credit for zero units except for your final semester when you will enroll in BA 673, which is also graded as credit/no credit but is worth one unit. You must attend 70% or more of all MTL sessions.

Culminating Experience

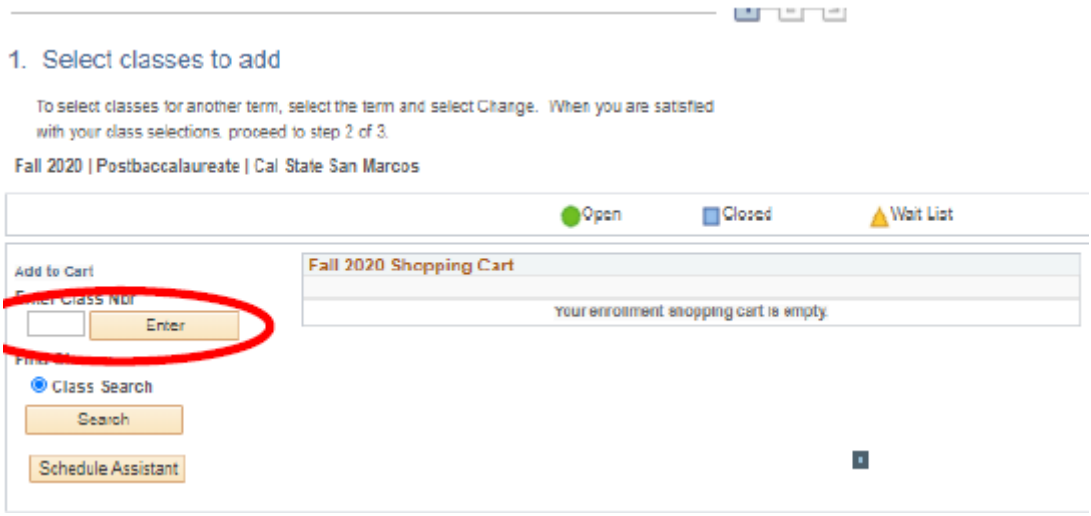
The MBA Consulting Project is required for every graduating CSUSM MBA student. Sponsoring organizations propose real world project opportunities and students deliver real world solutions. The projects represent the capstone experience required of all graduating students earning an MBA in one of CSUSM's graduate programs. The MBA project provides an exceptional applied learning opportunity, as well as contributes positively to the economic region.

Projects may consist of collaborative teams of up to 5 Fully Employed MBA Program students. Each student provides a minimum of 200 project hours over the duration of their final course.

Because this project cannot be completed in five weeks, during your final semester you will enroll in BA 680 which meets every Wednesday for the entire semester with final project presentations in early December. You will be given detailed instructions and guidance on the project completion requirements at the appropriate time. For this class only your primary contacts will not be Daphne and Stephen in the MBA office but will be Roger Herzler and Giselle Bazan.

Enrolling in Courses

A week or so before Open Enrollment begins you will receive an email from Grace Simnitt with the course numbers for each class being offered that semester. You will need to log in to your student center on MyCSUSM. Under "Academics" choose "enroll". The term should default to the current term so you may need to change it. You will see a search box titled "Enter Class Nbr". Enter the course number from Daphne's email in this box, one at a time, and hit enter. The class will be added to your shopping cart. Follow the guided instructions to finish enrolling and pay the tuition due. If you have any issues, contact Daphne or Stephen in the MBA office for assistance.



ACADEMIC INFORMATION

Academic Schedule

The FEMBA program is 18 months, beginning in summer. In the first year you will take 2 courses in summer (6 units), 4 courses in fall (9 units), and 4 courses in spring (3 units). In year two you will take 2 courses in summer (6 units) and 5 courses in fall (11 units). The final fall term includes the two one unit courses for Workshops and Meet the Leaders.

- FEMBA 2025 Academic Schedule

Course Descriptions

BA 71/BA 671 – Workshops (1 unit)

Covers essential knowledge and critical skills in business such as business writing, business calculus, managerial ethics, cross-cultural negotiation, external environment and globalization, entrepreneurship, and cohort-specific topics.

BA 73/BA 673 – Meet the Leaders (1 unit)

An executive seminar for the Fully Employed MBA students. Guest speakers include executives of local and global companies, successful entrepreneurs, and leaders in government and not-for-profit organizations. The leaders share insights about their careers, what worked, what didn't, challenges, opportunities, successes, and failures. The seminar is held monthly during the Fall and Spring semesters totaling 9 days throughout the Program.

BA 611 – Financial Accounting (3 units)

The course examines procedures developed by accountants in the preparation of the income statement, balance sheet, and statement of cash flows following generally accepted accounting principles. Building on the basic understanding of financial reporting, the course presents a framework for corporate managers to analyze a firm's performance and its financial position. Use of accounting information for firm valuation will also be emphasized.

BA 615 – Statistics for Management (3 units)

Methods of statistical inference emphasizing applications to administrative and management decision problems. Subjects include classical estimation and hypotheses testing, regression, correlation, analysis of variance, nonparametric methods, and statistical probability.

BA 616 – Organizational Behavior & HR Management Concepts (3 units)

An expansive inquiry into human resources issues from both the Organizational Behavior and Human Resources perspectives. Incorporates many practical applications, as well as an understanding of employment practices and policies from a strategic standpoint.

BA 617 – Leadership and Business Ethics (3 units)

Focuses on aspects of leader-follower interaction including ethical decision-making, effective use of power, politics, and influence; understanding what motivates followers both individually and in teams and managing diversity and business ethics.

BA 621 – Managerial Accounting (3 units)

Focuses on how corporate managers use managerial accounting as a tool for internal decision-making and control. Examines concepts and techniques of cost allocation, performance evaluation, and compensation to support corporate strategies. Subjects discussed include capital budgeting for long-term projects, contracting, transfer pricing, performance evaluation for corporate executives, and control issues in business organizations based on managerial accounting information.

BA 625 – Business Analytics (3 units)

Provides students with insights and improving of business performance based on data and optimization techniques. Makes extensive use of quantitative analysis, predictive modeling, and fact-based management to drive decision-making. Examines modeling issues and uses state-of-the-art software packages. The main focus is on decision-making applications in Finance, Marketing, and Operations.

BA 626 – Financial Decision Making (3 units)
Introduces the theory and practice of corporate finance. Provides students with an understanding of essential risk and return relationships. Presents concepts and information on which sound financial decisions are based.

BA 630 – Marketing Management (3 units)
Introduces students to the issues and challenges of successfully marketing products, services, or intangibles within the context of changing environments.

BA 635 – Information Technologies & Management (3 units)
Offers future business managers a rigorous study of information technologies that support the operational, administrative, and strategic needs of the organization, its business units, and individual employees. Includes fundamental concepts of information technology, major types of business information systems and their roles in organizations and, current issues in identifying, acquiring and implementing new technology applications. Primary focuses are the managerial aspects of information technologies for improving productivity and gaining competitive advantage in the global e-commerce environment. Societal and ethical impact of information technologies on organizations and human behavior will be analyzed. Future trends of new information technologies will also be discussed.

BA 645 – Operations and Supply Chain Management (3 units)
Provides a multi-industry study of operations, with an emphasis on integrated design of the supply chain. Views operations through the framework of business processes at various levels, from an individual process to an entire supply chain, and discusses process improvement through the management of capacity, throughput, inventory, and lead-time and quality. Focus is on analytical decision support tools that allow companies to develop, implement, and sustain collaborative strategies and coordinate supply chain players and strategic partnerships.

BA 650 – Strategic Management in the Global Environment (3 units)
MBA integrative and capstone course emphasizing top management's perspective. Review of traditional and cutting-edge materials on strategic management and its techniques. These materials and techniques are then applied to analyzing a firm's strategy (existing, early-stage, or start-up) at one or more levels: Corporate, business unit, cooperative (mergers and acquisitions), international, and functional (e.g., technology). The resulting team oral presentation and written report fulfill the requirements for the Master's Project.

BA 680 – Master's Project (3 units)
Practical applications of management theories and methods will be implemented to investigate a wide range of organizational issues. Subject matter may include development of a new venture, product, or process, or improvement of an existing organization's operations with the intent of achieving significant cost reduction, service enhancement, etc. Each project is proposed, researched and reported culminating in a written report that includes problem identification, evaluation of potential solution, discussion of the selected implementation, and evaluation of the results.