Capital University
School of Management and Leadership

Master of Business Administration

Student Handbook

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The Capital MBA

Our Mission

Capital University's School of Management and Leadership (SOML) is central Ohio's preferred private provider of business education. Courses are delivered on a small-campus environment within one of the nation's leading metropolitan markets. We prepare graduate and undergraduate students for professional and community service through personalized and experiential learning in both the classroom and the workplace. We aspire to bring passion, practicality, and personalization to the classroom by connecting student learning to real work experiences.

Accreditation

All degree programs offered by the SOML are accredited by the Accreditation Council for Business Schools and Programs (ACBSP). ACBSP is the leading accreditation association for business education that emphasizes and rewards teaching excellence. The ACBSP's rigorous accreditation standards are aligned with the Malcolm Baldrige National Quality Award and require demonstrated commitment to continuous improvement.

Student Responsibility & Behavior

The School of Management & Leadership follows the policies, expectations, and procedures outlined in the official Capital University Student Handbook regarding student responsibility and behavior. MBA students are expected to review and adhere to those policies in full.

For details, please consult the Capital University Student Handbook, which serves as the governing document for student conduct, rights, and responsibilities.

Application and Admission Requirements

Admissions Criteria

Admission into Capital's MBA program is a competitive process. Minimum admissions requirements include the following:

- Bachelor's degree in ANY major from an accredited institution with a minimum GPA of 3.0; however, our students usually have strong undergraduate records.
    - For GPAs below 3.0 GPA, conditional admission may be granted. Passing MBA 500 with a minimum grade of a 'B' will be required to move from conditional admit to full admit
    - Undergraduate academics are just one factor in the admissions process
- Official Transcripts
- Resume: An optimal MBA experience is typically paired with relevant work experience. New undergraduates who demonstrate notable work, volunteer work, internship, and/or leadership experience will also be considered.
- List of 3 references
- Two letters of recommendation (can be from references list)
- Statement of intent
- TOEFL/IELTS for international students: Minimum of score of 80
- Capital University reserves the right to request an interview with any candidate to receive clarification on their application materials.

Applicants who submit a completed application and meet the degree and GPA requirements with acceptable reference letters will be considered for admission. The SOML reserves the right to check references at its discretion. Any candidate with a non-standard application or circumstance will be reviewed by the MBA committee comprised of SOML faculty and administration.

Deadlines

Applications will be accepted on a rolling basis. Students will only be permitted to start the program at the start of Summer Mod II.

MBA Curriculum Overview

The Capital MBA is designed to equip students with conceptual, interpersonal, personal and technical skills needed to excel in today's dynamic world.

MBA Program Learning Outcomes

Functional Competence	Develop and exhibit a strategic level understanding of the major areas of business: Data Analysis, Managerial Accounting, Finance, Marketing, Organizational Behavior, Economics, Operations, and Strategy.
Analytical Skills	Analyze data and information from different points of reference (e.g. ethical, political-legal, economic, socio-cultural, and technological) using appropriate tools models or frameworks.
Conceptual and Integrative Competence	Integrate and synthesize information from the major areas of business to show the interrelatedness of the functions in a particular business situation. Employ financial and other decision models to produce alternative solutions to a particular business problem. Select and defend the appropriate strategic path needed to solve a particular business problem.
Communication Competence	Create and deliver logically constructed oral and written arguments for a business setting.
Team Participation and Leadership	Participate and effectively contribute to team-based, student-led projects. Utilize various team membership skills needed for coordinating and implementing organizational activities necessary for reaching an identified goal. Develop and exhibit appropriate leadership and followership techniques in complex and dynamic projects.

Required Courses & Descriptions

The Capital MBA program consists of eleven (11) courses totaling thirty-three (33) credit hours.

MBA 500 MBA Foundations (3 Credits)	This course is a rigorous overview of accounting, economics, finance, strategy, marketing, operations statistics, business law and ethics while building the students' self-awareness and skills in quantitative methods, use of information technology, written and verbal communications, leadership and motivation, and problem solving. *Note: Students who have completed a business-related bachelor's degree within the last three years may opt out of MBA 500 with approval from the MBA Director.* Requisite: None
MBA 611 Data Analysis (3 Credits)	Data analysis is a critical business function. Quantitative and analytic methods provide students an opportunity to learn, practice and apply these essential quantitative skills used to formulate sound and ethical decisions in complex environments. Software and electronic tools are introduced and used throughout the course. Requisite: MBA-500. Must be completed prior to taking this course.
MBA 612 Managerial Economics (3 Credits)	Local, national, and global economics have a profound influence on all organizations. When making decisions, managers must consider how the aggregate economy and business cycles will affect the firm. Managerial Economics provides students with the conceptual tools they need and then uses those tools to analyze decisions, events, and policies. Students learn the art of forecasting and economic determinants of consumer demand, firm supply, and industry behavior. An economic framework is applied to a wide variety of individual, business, and governmental decisions, and the ethical aspects of those decisions are explored. Requisite: MBA-500. Must be completed prior to taking this course.
MBA 613 Organizational Behavior (3 Credits)	Success depends on a clear understanding of yourself, organizational dynamics, and how to influence the actions of both individuals and groups. This course focuses on understanding human behavior in organizations. We combine theory and experiential exercises to provide you with the tools and language you need to better understand and influence behavior in a variety of settings. Students will endeavor to discover their personal strengths and management styles, learn to solve organizational problems, and consider how to ethically influence the actions of individuals, groups, and organizations. Requisite: MBA-500. Must be completed prior to taking this course.

MBA 614 **Managerial Accounting** **(3 Credits)**	As a manager, understanding the impact of accounting decisions is essential to achieving strategic goals. Building on financial accounting concepts, Managerial Accounting provides students with an opportunity to learn and apply skills that support the use of internal financial information to support effective and ethical decision-making. In the course, students learn to utilize financial data available for budgeting, costing, and forecasting, and to connect these skills to cash flow and operations management. Students apply managerial accounting concepts to real world case studies to understand the linkages between accounting information and management planning. Requisite: MBA-500. Must be completed prior to taking this course.
MBA 692 **Case Project 1** **(3 Credits)**	Students will tie together key concepts from Managerial Economics, Data Analysis, and Managerial Accounting. They will work in teams and apply their learning from Organizational Behavior. Students will create a macroeconomic analysis of the environment affecting a company using a large data set and relate the findings to the company's financial statements. Requisite: MBA-611, MBA-612, MBA-613, and MBA-614. Must be taken either prior to or at the same time as this course.
MBA 700 **Business Policy & Strategy** **(3 Credits)**	Senior managers must orchestrate all the functional areas of an organization to develop and execute a cohesive strategy that produces results. Understanding the complexity of this task requires that the business be viewed as an integrated system. In Strategy and Policy, students integrate and apply all they've learned throughout the MBA program to determine the strategic direction of the firm, the competitive environment of the firm, organizational design issues related to the implementation of a strategy, and the management of strategy processes within the firm. Students develop the capability to assess a firm's strategic situation in depth and to develop viable alternatives for dealing with the key issues facing it. Students will also explore ethical considerations in business strategy. Requisite: MBA-611, MBA 612, MBA 613, and MBA 614. Must be completed prior to taking this course.

MBA 710 **Marketing Management** **(3 Credits)**	Effective marketing planning and execution is essential for the success of any organization. Marketing Management takes an analytical approach to the study of marketing problems. Students sharpen their skills for analytical thinking and effective communication while being introduced to the elements of marketing analysis and management. Students become adept at analyzing and developing the elements of the marketing mix including product and brand strategy, pricing, communication, and distribution. Students will also explore ethical considerations in marketing management. Requisite: MBA-612. Must be completed prior to this course.
MBA 720 **Financial Management** **(3 Credits)**	All organizations face a variety of financial decisions. In order to understand and make informed decisions, managers must be comfortable with the application of financial theories and models. Students in Financial Management examine these, enhancing their ability to evaluate the influence of financial decisions on organizational performance. This course focuses on how management decisions positively or negatively affect shareholder value. Some of the topics covered include the valuation and pricing of securities, capital budgeting, capital structure decisions, and the evaluation of capital projects and investment options. Students will also explore ethical considerations in financial management. Requisite: MBA-611. Must be completed prior to taking this course.

MBA 730 **Operations Management** **(3 Credits)**	Operations management involves the synchronization of business processes to optimize performance. Production and Operations Management focuses on managerial issues arising in the operation of both manufacturing and service industries. Students consider the language, concepts, insights, and tools to deal with operational issues, and how to gain competitive advantage through operations. A process view of operations is used to analyze key operational dimensions such as capacity management, cycle time management, supply chain and logistics management and quality management. Students will also explore ethical considerations in operations management. Requisite: MBA-611 and MBA -612. Must be completed prior to taking this course.
MBA 792 **Case Project 2** **(3 Credits)**	Students will tie together key concepts from Marketing Management, Operations, Finance, and Strategy. They will work in teams to create a new product for a company. Students will present their business case to the company’s management including ethical considerations. Requisite: MBA-700, MBA-710, MBA-720, and MBA-730. Can be taken previously or concurrently.

MBA Schedule & Planning

Course Schedule

One Year Pathway

Summer	
Term 1	**Term 2**
	Orientation (1 evening event) MBA Foundations
Fall	
Term 1	**Term 2**
Data Analysis	Organizational Behavior
Managerial Economics	Managerial Accounting
Case Project 1	
Spring	
Term 1	Term 2
Policy & Strategy	Operations Management
Financial Management	Marketing Management
Case Project 2	

Two Year Pathway

Year 1	
Summer	
	Term 2
	Orientation (1 evening event) MBA Foundations
Fall	
Term 1	**Term 2**
Data Analysis	Managerial Accounting
Spring	
Term 1	**Term 2**
Financial Management	Operations Management
Year 2	
Fall	
Term 1	**Term 2**
Managerial Economics	Organizational Behavior
Case Project 1	
Spring	
Term 1	**Term 2**
Policy & Strategy	Marketing Management
Case Project 2	

Advising

Each MBA student is assigned an academic advisor to support their success throughout the program. Students are expected to meet with their advisor prior to registration each term to confirm course selections, discuss academic progress, and address any questions related to program requirements. These advising meetings may be held either in person or virtually, depending on the student's preference and availability.

All courses are pre-planned in each student's Timeline in MyCap according to their selected pathway to completion (e.g., one-year or two-year). This ensures that students have a clear roadmap toward graduation and that prerequisites and course sequencing are followed appropriately.

Students are encouraged to proactively communicate with their advisor regarding any changes to their academic plan, personal circumstances that may affect progress, or questions about university policies and procedures.

Academic Policies

The following Academic Policies apply to all students in the Master of Business Administration program. They are subject to revision by the SOML faculty.

Enrollment

1. MBA students may consult with the MBA Director regarding any enrollment, matriculation, or graduation questions.
2. Students must complete all degree requirements within five academic years of starting their first course.
3. Full-time graduate study in the MBA Program is defined as six or more credit hours of coursework. International students should refer to Capital University's overall International Student Policy for requirements related to maintaining full-time student status.

Attendance

Attendance in MBA classes is essential for academic success and professional development. Active participation in class discussions, group work, and real-time case analysis not only enriches the learning experience but also deepens understanding of complex business concepts. Students who miss class risk falling behind on critical content and collaborative learning opportunities, which can negatively impact both performance and final grades. Consistent attendance reflects a student's commitment to their education and is a key factor in achieving success in the program. MBA faculty are not required to record class meetings due to class meeting absences.

Grading

1. The grading scale for MBA courses is the following. Quality points are noted in parentheses.

92.0-100%	A	(4.00)
90.0-91.9%	A-	(3.67)
88.0-89.9%	B+	(3.33)
82.0-87.9%	B	(3.00)
80.0 - 81.9%	B-	(2.67)
78.0-79.9%	C+	(2.33)
72.0-77.9%	C	(2.00)
70.0-71.9%	C-	(1.67)
< 70	F	(0.00)

2. When circumstances prevent a student from completing required coursework before the end of the course, the instructor may assign the grade of I (Incomplete). The School of Management and Leadership follows the University's Incomplete Policy as outlined in the most recent Capital University Bulletin for the current Academic Year, which can be found on the Capital University website.

   If an instructor determines that an Incomplete is warranted, a new due date for completing the coursework will be assigned in accordance with University policy. If the coursework is not completed by the assigned due date, the grade of I will be changed to an F. Students should consult with their instructor to understand the conditions and deadlines associated with an Incomplete.

3. Repeating courses: A student who earns a grade of C- or lower in any of the MBA required courses will be required to repeat the course even if the student has a cumulative 3.0 GPA. A student may not repeat any course without faculty approval. Students may not repeat the courses in which they received a grade of B or higher, or any other course without faculty approval.

4. A student may appeal or dispute grades and other actions by instructors or administrators of the MBA program. In the case of grade dispute or related course matters, the appeal begins with the course instructor. If the matter is not resolved there, students may make an appeal to the Dean of the SOML. If a satisfactory outcome is still not reached, the appeal may be elevated to the Associate Provost followed by the Provost and Vice President, Academic Affairs.

Plagiarism

1. Use, in part or in full, of the work, ideas, or writing of another without credit is considered plagiarism and is subject to disciplinary action.
2. Consulting material(s) in the preparation of a grading instrument that is (are) not allowed by the course instructor is considered a serious violation. In this situation, the instructor may assign a grade of F for the instrument and for the course.

Artificial Intelligence (AI) Policies

The Capital University MBA program adheres to the University's institutional policy on the ethical and responsible use of artificial intelligence (AI). Faculty have autonomy to determine whether and how AI is used in their classes, and all students should refer to individual course syllabi for specific expectations and guidelines. All AI use at Capital University must comply with University policies on intellectual property, copyright, confidentiality, and academic integrity.

Academic Probation, Suspension, and Dismissal

Letter of Concern	Any student who fails to achieve a semester 3.0 GPA (but cumulative GPA remains above 3.0). The student receives a letter of concern from the Dean, SOML.
Academic Probation	Any student whose cumulative GPA falls below 3.000 will be placed on academic probation and will be so notified by the Dean. The student must achieve a minimum 3.000 GPA for the next semester after being placed on probation AND must restore her/his cumulative GPA to a minimum of 3.000 within one academic year of being placed on probation. Failure to meet either of these standards will result in academic suspension.
Academic Suspension	Any student who does not meet either of the standards for removal from academic probation OR who is placed on academic probation for a second time will be placed on academic suspension and will be so notified by the Dean. An academic suspension will be for one full semester (or two summer modules). Upon reinstatement of academic standing, the student must achieve a minimum 3.000 GPA for the next semester after returning from suspension AND must restore her/his cumulative GPA to a minimum of 3.000 within one academic year of returning from suspension. Failure to meet either of these standards will result in academic dismissal.
Academic Dismissal	Any student who does not meet the standards for return from academic suspension will be subject to academic dismissal and will be so notified by the Dean. Any student who receives an academic dismissal will not be eligible to apply for readmission to the program.

Transfer Credits

Transfer credit may be granted for graduate level course work that is completed successfully at another accredited college or university. The course work must be completed with an earned letter grade of B or higher. Please note that while the credit hours may transfer, the earned grade and corresponding grade points for the course(s) being accepted in transfer will NOT be used in calculating the student's GPA for the MBA Program at Capital.

1. The course work to be transferred must have been completed within the past seven years.
2. A maximum of six graduate credit hours may be transferred.
3. There must be an equivalent Capital MBA course(s) for the course(s) to be transferred. Students must supply a course syllabus from the proposed transfer course for faculty approval prior to the granting of transfer credit.
4. Once enrolled in Capital University's MBA program, students may not take additional credits at other institutions to be applied toward the Capital MBA degree.
5. Credit accepted in transfer is expressed in semester credit hours. Note the following equivalency between quarter and semester credit hours.

Quarter Credit Hours	Equivalent Semester Hours
1	0.67
2	1.33
3	2.00
4	2.67
5	3.33
6	4.00

Add/Drop and Withdrawal Policy

1. To withdraw from a course, students must file a withdrawal form that can be obtained from the Registrar's Office. The date of withdrawal will be the date you last attended any courses. It is the student's responsibility to file an official drop/withdrawal from a course(s).
2. Refund schedules for MBA courses are available from the Student Accounts Office. Note that a refund is based on the date of last attendance and not on the date on which the drop was filed.
3. The 100% refund of paid tuition is available to students who officially drop an MBA course on or before the first day of the trimester; thereafter, the refund amount will be less than the amount paid. The refund schedule indicates the percent to be refunded. No refund is given for withdrawal after the sixth week of instruction.
4. When a course is officially dropped, the notation of W is noted on the transcript. If a student drops a class during the first week of the term, the notation of W will not appear.
5. The last day to officially withdraw from a course is prior to the last meeting date. Official withdrawal is noted on the transcript with W.
6. When an MBA student registers for an MBA course, attends at least one class and thereafter stops attending and does not officially drop/withdraw from the course, the course is noted with the grade of FX on the transcript.

Leave of Absence

Students who find it necessary to withdraw from graduate studies temporarily may request a formal of Leave of Absence for up to two consecutive semesters. A Leave request form must be filed with the Student Success Office for EACH semester of leave (including summer). During the leave period, students remain in active status without penalty and receive all communications pertaining to their graduate program.

Students who extend their leave beyond the period specified by their leave request or who fail to file a leave request must reapply for admission to their graduate program. If readmitted, such students will be subject to the policies, procedures, and program requirements then in effect, which may be different than those in effect at the time of their original admission. Any course work completed more than five years prior to readmission will be evaluated by the program faculty to determine suitability to meet current program course requirements.

Readmission to the Program

Candidates, who officially withdraw from the program, who have been on official leave for more than three consecutive terms and who subsequently wish to return, must seek readmission. If a candidate does not register for any classes for three consecutive semesters, that candidate will be regarded as having withdrawn from the program unless good cause can be shown. Readmission requires a readmit form from the Adult and Graduate Education Office. The University will review the application as to whether the re-applicant meets current admissions standards; thus, application for readmission does not guarantee acceptance.

Graduation

1. The application for graduation must be completed and submitted to the Registrar's Office as soon as practicable prior to your anticipated graduation.
2. A minimum cumulative GPA of 3.000 is required for graduation.
3. An incomplete grade(s) must be resolved by completing the requirements of the course(s).
4. All financial obligations must be satisfied.
5. Graduation "With Distinction" is noted on transcripts for students who completed all course work with a grade point average of 3.75 or higher.
6. Graduation "With Highest Distinction" is noted on transcripts for students who have completed all course work with a grade point average of 4.0.
7. Participation in the University Commencement Ceremony is available to MBA students who complete degree requirements before the cutoff date established by the University.

Equal Opportunity Policy

Capital University admits qualified students regardless of race, sexual orientation, class, religion, gender, age, disability, or national or ethnic origin to all the rights, privileges, programs, and activities generally accorded or made available to students at the university. It does not discriminate on the basis of race, sexual orientation, class, religion, gender, age, disability, or national or ethnic original in admission, employment, programs, services, or activities.

Persons having inquiries regarding compliance with Title VI, Title IX or Section 504 may contact University Counsel at 614/236-6425 or the U.S. Department of Education.