



# Raymond A. Mason School of Business

WILLIAM & MARY



## **MBA Program Handbook**

**2015-2016**

# TABLE OF CONTENTS

Honor Pledge and Value Statement.....	2
MBA Program Team.....	3
Academic Calendar.....	4
Student Expectations for Full-time MBA Program.....	5
Team Policies and Performance.....	7
Categories of Assignments .....	9
Class Schedule and Outlook Calendars.....	10
Use of Classrooms and Meeting Rooms in Miller Hall.....	11
The MBA Association.....	12
The Partners and Family Association.....	13

**This handbook is specifically for the use of graduate students in the full-time MBA Program at the Mason School of Business at the College of William & Mary. For general College information, please consult the [William & Mary Student Handbook](#).**

# HONOR SYSTEM AND VALUE STATEMENT

## The Honor Pledge:



As a Member of the William & Mary community, I pledge, on my Honor, not to lie, cheat, or steal in either my academic or personal life. I understand that such acts violate the Honor Code and undermine the community of trust of which we are all stewards.

One of the foundations of the College of William & Mary is the Honor Code, through which we teach and uphold our responsibility to each other. Though the Honor Code is over 270 years old, it has developed into a student honor system promoting individual responsibility on the part of all who are members of the William & Mary community. The student body administers the Honor Code to help build a community of trust in academic, professional, and personal matters.

## Mason MBA Values Statement

As a global citizen and member of the Mason community, I embrace the following values:

Respect and appreciation for diversity

Personal integrity and honesty

Responsibility for myself and others

A spirit of generosity

A life dedicated to inquisitive learning, professional development and leadership

My words, actions, and relationships will demonstrate my commitment to these values within the program and throughout my life.

## MBA Program Team

Not sure who to contact? [mba.program@mason.wm.edu](mailto:mba.program@mason.wm.edu)  
(Emails are answered Monday-Friday from 8:00am-5:00pm)

**Annabelle Ombac** – Assistant Director, MBA Programs – Miller Hall 2019 – 757-221-7603

- First Year Experience Questions
- General Student Questions
- Social Media and Website
- Core Schedule
- Orientation

**Patty Lalumiere** – Associate Director, MBA Special Programs – Miller Hall 2013 – 757-221-2928

- Leadership Development Experience
- Field Consultancy Management
- Executive Partner Management

**Michele Mitchell-Moffit** – Associate Director, MBA Programs – Miller Hall 2019B, 757-221-2895

- Second year experience questions
- Career Acceleration Modules (CAM)
- Student advising and concerns
- MBAA Advisor
- Commencement

**Jennifer Roberts** – Associate Director, Flex MBA Program – Miller Hall 2019, 757-221-4300

- Flex student experience questions
- Student advising and concerns
- Flex MBAA Advisor
- Orientation and Commencement

**Carlane Pittman** – Director, MBA Programs – Miller Hall 2019A – 757-221-2296

- MBA Program Management
- Student Concerns (academic and personal)
- Assessment
- Degree Requirements
- Joint/Dual Degree/Military Students

**ACADEMIC CALENDAR – Full-Time MBA Program  
2015-2016**

**2015**

**FALL SEMESTER**

August 10-14	Pre-MBA Accounting and Quantitative Boot Camp/Orientation (Monday-Friday)
August 17-21	REQUIRED Orientation for First Year students (Monday-Friday)
August 24	Beginning of Classes for All MBA students and Beginning of Add/Drop period (Monday)
August 26	REQUIRED Re-Orientation for Second Year students (Wednesday)
September 2	Last day to Add/Drop courses (Wednesday)
September 7	Labor Day – Classes in session (Monday)
September 30	Notice of Candidacy forms for January, May and August 2016 Graduates (Wednesday)
October 10-13	Fall Break (Saturday-Tuesday)
October 20	Last day of CAM I – Second Year students (Tuesday)
October 21	Beginning of CAM II – Second Year students (Wednesday)
November 25-29	Thanksgiving Holiday (8:00 am – Wednesday-Sunday)
December 10	Last day of CAM II – Second Year students (Thursday)
December 14	End of First Year MBA Classes (Monday)
December 15-17	Examination Period First Year MBA students (Tuesday-Thursday)

**2016**

**SPRING SEMESTER**

January 4	Fall Semester Grades Due (Monday, 9:00am)
January 18	Martin Luther King Holiday – NO CLASS (Monday)
January 19	Beginning of Classes for All MBA students and Beginning of Add/Drop period (Tuesday)
January 28	Last day for Add/Drop classes (Thursday)
March 5-13	Spring Break (Saturday-Sunday)
May 2	End of Second Year MBA classes (Monday)
May 3-9	Examination Period for Second Year students (Tuesday-Monday)
May 6	End of MBA Classes and Examination Period for First Year students (Friday)
May 11	Graduating students Spring Semester Grades Due (Wednesday, 9:00am)
May 14	Commencement (Saturday)
May 17	Continuing students Spring Semester Grades Due (Tuesday, 9:00am)



## STUDENT EXPECTATIONS FOR THE FULL-TIME MBA PROGRAM

The MBA Program at the Raymond A. Mason School of Business sets student expectations based on the following questions:

1. What is a *great* organization?
2. What *makes* an organization great?

We believe that a *great* organization is one that achieves substantially more than its individual members could on their own, and empowers each unique member to achieve more than he or she could without the organization. It *inspires*. *Making* an organization great requires a combination of mutual respect, personal responsibility, accountability and fun.

### **Mutual Respect**

The key to unleashing the potential of any organization is to nurture the energy, drive, commitment, effort and collaboration of everyone involved in the enterprise. The reason is that any organization is composed of individuals of different talents, interests, ambitions, and life experiences. If these unique assets can be *shared* across the organization, the synergies are unbelievable... *and* that sharing enriches everyone in the organization.

The only way to get there is to respect – and *cherish* – those individual differences, and the individuals behind them, as well as actively demonstrating that appreciation. A big part of that is simple courtesy: treating others politely, living up to one’s own obligations, and thinking about the implications of one’s words and actions on others.

Mutual respect isn’t agreement: in fact, sometimes the most respectful thing you can do is to tell the truth as you see it – including your differences of opinion – in a considerate manner. That’s the only way you learn from one another.

The so-called Golden Rule – “do unto others as you would have them do unto you” – is a great guide here. Before acting or speaking, ask this simple question: “how would I respond if I were the recipient instead of the sender?”

### **Personal Responsibility and Accountability**

It’s not about what was done to or for you, it’s about what you do with it. You’re responsible and accountable for your own behavior; that’s all you control, so that’s all you can fix. If you blame others, you resign yourself to be a victim. Sadly, a lot of people live this way, taking comfort in the belief that their unsatisfying lives are someone else’s fault. It might provide some solace, but it won’t make your life better, and it won’t make your organization more effective.

In *any* organization, is it your employer's or co-worker's responsibility to *make* you successful, or is it yours? Successful individuals – and great managers – recognize that “who's to blame?” and “what can I do to make this work?” are completely different questions. Focus on the second question rather than the first and you'll find answers that will be more satisfying for both you and your organization.

### **Fun**

Great organizations delight in what they do, and try to make a delightful experience for their stakeholders – employees, customers, stockholders. In the same way, great managers delight in their jobs, and try to make the daily experience of their constituencies delightful as well. School is no different. Having fun is a lot easier if you take care of the first two conditions of a great organization: treating those around you with mutual respect, and both owning and living your personal responsibility and accountability.

Your workload in the MBA Program will be intense, but it will be manageable if you develop good study skills. Buckle down and work when you need to work, but *do* make time to play. Get to know other members of the Mason community on a social basis. If you do, you'll establish relationships for life, and it will lighten the burden.

## **TEAM POLICIES AND PERFORMANCE**

Student teams are an integral component of the Mason full-time MBA program. During your first year, active participation on your assigned student team will contribute significantly to your overall learning. For almost all students, their post-MBA careers will involve a variety of team roles including that of a team member and team leader. The first-hand experience gained through the MBA program provides a valuable opportunity to grow and develop these much needed skills.

While it is very common for teams to experience growing pains and challenges as they develop an effective working style, occasionally issues arise that go beyond what should reasonably be expected and team performance is significantly impacted. When teams encounter performance problems or behavioral issues within the team, team members often ask about what can be done (including sometimes inquiring about “firing” team members.) The MBA program is designed to encourage students to learn the skills to deal with difficult team situations. We intentionally do not want to make firing or disbanding easy options. On the other hand we recognize that there are occasionally irreconcilable differences. To make sure that teams have exhausted every option in handling their own performance and behavioral problems, the following series of escalating problem resolution steps are provided:

### **Step 1: The Student Team Attempts to Address the Problem on Its Own**

As a first step, the student team is requested to revisit their team contract. Getting everyone in the team to recommit to the desired behaviors often takes care of the problem. This approach may also identify changes that can be negotiated to make the team contract more effective.

If, however, that does not correct the behavior, one member of the team should be designated to speak with the offending party/parties and provide direct feedback about the behavior(s), providing specific examples and communicating why he/she is a problem.

There are a variety of resources available to help you prepare for what can be a difficult discussion. Sources you might consult include: professors, staff, Leadership Development Experience (LDE) coaches, and second year students. In order to proceed to the next problem resolution step, the MBA Program Director will require documentation of: 1) your renegotiated team contract and 2) the date and topics covered in the feedback session.



## **Step 2: The Team Brings In an External Facilitator**

Depending on the nature and severity of the problem, there are a variety of external facilitators who can be engaged to help the team deal with the problem. There are faculty members who consult with management teams on a regular basis, second year students who are seeking careers in this sort of consulting who would welcome the opportunity to gain more experience, and Leadership Development coaches who have handled these sorts of problems throughout their careers.

The external facilitator will do an independent diagnosis of the problem and may employ some or all of the following techniques to help the team: Interviews with individual members, observation of team meetings, survey instruments with feedback, facilitating a team re-contracting session.

To engage this step, any member of the team can check with the MBA Program Director who, after checking to make sure you have implemented step 1, will match you with the appropriate external facilitator.

## **Step 3: The Team Develops an Official Performance Improvement Plan**

If steps 1 and 2 have not corrected the problem, the team can elect to develop an official performance improvement plan. The performance improvement plan gives the team member(s) one last chance to change their behavior before the team officially petitions for a membership change. The performance improvement plan specifies a finite period of time during which improvement or progress must be observed (generally not less than 3 weeks.) The performance improvement plan documents are available from the MBA Program Director and must be signed by all members of the team.

Any single team member(s) who has been removed from the team using this process (as a result of unwillingness to change their behavior) will have to complete the remaining “team” assignments on their own for the rest of the year. The offending individual(s) will also be required to complete an independent assignment that will include a personal reflection with respect to their contribution to the team breakdown, a personal development plan to address any desired behavioral changes identified through the process and a specific strategy plan to ensure the team learning opportunities are met.

Behaviors that threaten the safety of team members will be dealt with immediately by the MBA Program Director. Behaviors that persistently violate performance- or commitment- related agreements are subject to the team performance improvement process and, ultimately, possible removal from the team.

## CATEGORY OF ASSIGNMENTS

**Category A – An individual assignment.** You may not receive help from anyone on this assignment. It must be 100% your own work. All questions concerning this assignment should be addressed to your professor. It is an honor code offense to give or receive any assistance on this assignment.

**Category B – A group assignment.** Your group may not receive help from anyone outside your group. All questions concerning this assignment should be addressed to your professor. It is an honor code offense to give help to other groups and individuals or receive assistance from other groups and individuals.

**Category C – An individual assignment.** You may work with others or receive help from a tutor on this assignment. You must, however, turn in your own original paper. You may not divide the work with others or copy another student's paper. It would be an honor code offense to do so.

**Category D – A group assignment.** You may share information, discuss general concepts and approaches to the assignment with other groups. You may get help from a tutor. Each group must turn in their own work. You may not copy another group's work. It would be an honor code offense to do so.

**Category E – A timed assignment.** You are given a specific length of time within which the work must be completed. It is an honor code offense to violate this time restriction without permission from your professor.

# CLASS SCHEDULES & OUTLOOK CALENDARS

## First-Year MBA Classes & Events

The first year of the Full-Time MBA Program of the Raymond A. Mason School of Business consists of Core foundation classes throughout the year. The schedule of Core classes is fluid and designed to simulate the business environment, accommodate guest speakers and other Mason School of Business events. Students will also have the opportunity to choose one MBA elective in the third module.

The classes are available for viewing in a weekly format on the MBA Program website. Each day's classes are also listed on the First Year MBA Calendar in Outlook. This Calendar is a view-only calendar, and if you wish to have an event placed thereon, please go to [myMBA mason.wm.edu/mymba](http://myMBA.mason.wm.edu/mymba) and follow the procedures under Event and Room Scheduling.

In addition to regularly scheduled Core classes, Career Management events, guest speakers, review sessions, exams, and campus-wide events of interest to MBA students are also placed on the First Year MBA Calendar.

## Second Year MBA Classes & Events

The second year of the Full-Time MBA Program of the Mason School of Business consists of Career Acceleration Modules, required Second year courses, and electives.

Each day's classes are listed on the Second Year MBA Calendar in Outlook. This Calendar is a view-only calendar, and if you wish to have an event placed there, please go to [myMBA mason.wm.edu/mymba](http://myMBA.mason.wm.edu/mymba) and follow the procedures under Event and Room Scheduling.

In addition to regularly scheduled classes, Career Management Center events, guest speakers, review sessions, exams, and campus-wide events of interest to MBA students are also placed on the Second Year MBA Calendar.

## Accessing the Calendars in Outlook

- Open Microsoft Outlook > Click "View" > Select "Folder List"
- Go to "Shared Folders" > "All Public Folders" and select the folder you wish to view, i.e. "MBA First Year," or "MBA Second Year"

If you wish to make these calendars more readily accessible for future use, right click on each calendar and "Add to Favorites."

## USE OF CLASSROOMS AND MEETING ROOMS IN MILLER HALL

### CLASSROOMS (MILLER):

- When classrooms in Miller Hall are open, they may be reserved for class project preparation, review sessions and officially recognized guest speakers.
- Students may reserve the classrooms through their respective program offices.
- You may be required to move or reschedule your activity if the room is needed for a School of Business event.
- Please leave the room clean, with the technology turned off.

### MEETING ROOMS:

There are thirteen team meeting rooms on the lower level and seven team meeting rooms available to graduate students on the first level of Miller Hall. Use of team meeting rooms is restricted to students, faculty, and staff of the Mason School of Business. Appropriate use of the team meeting rooms is on the honor system. Team meeting rooms are intended for collaborative group work and should not be used by a single group for more than two hours. Lower level team meeting rooms may be used by both undergraduate and graduate students, while team meeting rooms in the undergraduate and graduate wings are restricted for use by their respective students.

During the hours of 8:00 am – 5:00 pm, Monday - Friday, the first floor team meeting rooms are available to student groups on a first-come, first-served basis. During this time these meeting rooms cannot be reserved by students. Students are not permitted to post signs of intended use.

During the hours outside of 8-5, M-F, first floor team meeting rooms can be reserved by student groups up to seven days in advance by using the EMS on-line reservation system. Student reservations are restricted to two hours. (Specific instructions on using the EMS system are available on myMBA.)

- Meeting rooms may be reserved for groups of up to 10 people. The meeting rooms are for small group student use only. Please respect other students' needs for meeting space and limit use to two hour blocks of time. Do not leave belongings unattended in these rooms to "hold" the space.
- Miller Hall food and drink policies apply to team meeting rooms.
- Please clean up after yourself and leave the room in excellent condition for the next group of students. Furniture should not be moved in or out of the team meeting rooms.

## THE MBA ASSOCIATION (MBAA)

The mission of the MBA Association (MBAA) is to facilitate educational and social opportunities for the students and their families outside the classroom setting. In order to fulfill this charge, every student is encouraged to be actively involved with MBAA.

### MBAA Officers 2015-2016:

President: [Melissa Mullen](#)

Internal Vice President: [Drew Hoover](#)

External Vice President: [Shonn Shearlds](#)

Treasurer: [Rashed Aboudan](#)

Secretary: [Audrey Wobst](#)

### MBAA Clubs

MBAA Clubs are made up of MBAA members that collectively form a group to serve particular career, social, or shared interests for that group of students. The clubs' purpose is to plan and organize club specific events, and provide support for their members. Positions within a club are President, Vice President(s), and First-Year Representative(s); and are all elected positions.

- President – Provides vision and leadership for club; plans and organizes events; communicates to and with MBAA executive board on club activities; develops and maintains club budget\*
- Vice-President – Supports President's goals and initiatives for club; offers additional insight for activities and ideas; helps plan and organize events; and communicates with MBAA executive team in President's absence
- First-Year Representative – Provides communication between the club leadership team (President & VP) and the first year members; helps President & VP, as needed, to plan and organize events; learns how club is run to provide continuity for following year

\* Some clubs may delegate a VP to maintain the budget for the club

### MBAA Committees

MBAA Committees are made up of group of individuals selected by the executive board to serve overarching MBAA initiatives dedicated to a particular purpose. The committees' purpose is to plan and organize MBAA events for the entire student body. Positions within a committee are Director and Assistant Director, both appointed positions, and Chairs which are volunteer positions. There is one Director and Assistant Director per committee, and although there is no official limit to the number of Chairs on any given committee, Chairs will be decided upon by the committee Director and MBAA executive board as needed. Additional Chairs can

join at any time throughout the year, provided it does not disturb the activities of that committee, and can be First or Second year students.

- Director – Carries out committee specific MBAA initiatives as directed by the MBAA Executive board; develops funding requirements and budget, as needed; communicates with MBAA on status of events or projects; directs Chairs on what they can assist with or do to help achieve committees' goals
- Chair – Provides support to Director, as needed, across range of functions including, but not limited to: brainstorming ideas, planning and organizing, logistical support, communication support

### **Membership and Dues**

All students are automatically members in the MBAA upon enrollment in the Mason School of Business. Students pay the MBAA dues, \$475, covering the student's entire tenure at the Mason School of Business, upon admission to the Program.

### **The Partner and Family Association (PFA)**

The Mason School of Business Partner and Family Association (PFA) exists to provide an opportunity for the partners, spouses and children of MBA students to create a network of support as part of the Mason School of Business community. We encourage students' families to come together to support each other, congregating for social occasions, creating child-care cooperative agreements and communications networks which will become vital as students progress through the program.

Each year, the MBA Programs Office will provide an information session for students and their families who are moving to the Williamsburg area and two social events, one during the fall semester and one in the spring. We strongly advise our students' partners to take advantage of this opportunity to establish frequent meetings and occasions for support and fun for the whole family.

For further information about how you may become involved in PFA, please contact the Associate Director of MBA Programs.

**For any questions about any materials included in this MBA Program Handbook, please contact the MBA Program office in suite 2019. For Leadership Development Experience related questions, please contact the staff in suite 2013.**