

# School of Management

at The Sage Colleges

*Graduate Student*

*Program Advising Manual*

*Master's of Business Administration*

TheSageColleges

Be.Know.Do.

**MORE**

Welcome to The Sage Colleges School of Management, Graduate Program Manual. This manual is intended to help you learn about the requirements to successfully complete the Master of Business Administration program. It provides information about the structure of the programs along with specific course information. This manual also provides information regarding the libraries, Sage Advisor, the grievance process, and student services.

If you have any questions about the information contained in this manual, you should contact your advisor, Dr. Kimberly Fredericks, Dean of the School of Management, at (518) 292-1782 or by email at [fredek1@sage.edu](mailto:fredek1@sage.edu).

## School of Management Overview

The School of Management at The Sage Colleges strives to educate undergraduate and graduate students to be confident, ethical leaders equipped to effectively manage the challenges of a changing world.

In close collaboration with the faculty, our students develop skills in communication, critical thinking, creativity, innovative problem solving and entrepreneurship: Skills sought by premier institutions and employers throughout the world.

### Our Vision:

To be, know, and do **MORE** as leaders solving the management challenges of today and creating opportunities for tomorrow.

*More... is a condition, a state that drives continuous improvement and a pursuit of excellence. The Sage School of Management envisions a world where more means better—better learning, management, and organizations; where more means leadership—using a broad liberal arts education to help diagnose and solve problems; where more means learning—learning from caring faculty and engaged colleagues, and through successes and failures. We are more.*

### Our Mission:

To cultivate, inspire, and transform our students in a nurturing, yet challenging, educational environment to become the managers and leaders organizations need right now.

*Our mix of flexible degree programs, innovative classroom approaches, and supportive faculty provides students of diverse backgrounds with an atmosphere to learn, grow, and build confidence to excel. We work to provide students with practical knowledge, tools, and skills to help them make a positive impact on the organizations they work for and in their communities—preparing our students for a life of leadership and success*

The professional Master of Business Administration program at Sage Graduate Schools is designed to develop leaders who can manage complex organizations and who have the desire and capacity to move into high level positions.

The M.B.A. degree is offered at the graduate-level School of Management, with classes available at Sage College of Albany, our satellite campus in Saratoga, and online.

## **ENTRANCE TO THE PROGRAM**

We offer flexible scheduling, with evening, weekend, summer, and online courses so even the busiest student can complete their degree within two years. The required courses for the Master's of Business Administration are located within this Program Manual. It is encouraged to contact your advisor as early as possible to begin to plan your program. To apply visit <https://www.sage.edu/admission/apply-now> and select "APPLY NOW!" with the Sage Application.

## **STUDENT ADVISEMENT SERVICES**

Dean, Dr. Kimberly Fredericks' office is located in Administration, Suite 210, Room 208. She can be reached at (518) 292-1782 or by email at [fredek1@sage.edu](mailto:fredek1@sage.edu).

Professor MaryEllen Tedesco, MS, *Online Director, MBA, OM, and BBA*, office is located in the Administration Building, Room 207. She can be reached at (518)-292-1931 or by email at [tedesm@sage.edu](mailto:tedesm@sage.edu).

# **ADDITIONAL INFORMATION**

## **MY SAGE PORTAL**

My Sage Portal is our internet based service securely supplying real time information and online functionality to our students, faculty, and employees. These online services traditionally were only provided by visiting the campus in person (like registration).

My Sage Portal provides the following secure online functions and information:

- View class schedule
- View statement of Account/Financial Aid Information
- View Course Offerings
- Search/Register for Courses
- View your Profile
- View Grades
- View Grade Point Average by Term
- View your Transcript
- Manage your Waitlisted Courses

My Sage Portal can easily be accessed through MYPORTAL.SAGE.EDU. Once you log-in, you will see a tab near the top of your MySagePortal window entitled: Sage Advisor. Simply select the tab and use the menu bars that appear on the left side to navigate through Sage Advisor.

If you require any assistance or have any questions, please contact our Helpdesk at (518) 244-4777.

### **SAGE LIBRARIES**

The Sage Colleges Libraries serve Russell Sage College, the Sage College of Albany, Sage Graduate School and Professional & Continuing Education. The libraries are open to the public, however certain resources are restricted to the Sage community. Access to electronic resources is available in the libraries at workstations and via internet from remote locations by Sage users. Direct loan of library materials is limited to Sage-affiliated students, faculty, administrators, staff, retirees or alumni of The Sage Colleges and to holders of valid library cards issued through the Capital District Library Council Direct Access Program (See your library for details.) An Interlibrary Loan service is also available if a Sage user needs something that we do not have in our collection.

The materials in each library support the programs and majors primarily located on that campus. The two libraries' combined holdings include over 200,000 volumes of books, nearly 500 print periodical subscriptions (with nearly 60,000 volumes of bound periodicals) and over 30,000 media items. The library website provides access to over 50,000 e-journals and over 10,000 e-books.

Visit the Sage library's website for additional information: <https://library.sage.edu/>

### **GRADUATION**

The Sage Colleges confers degrees three times each year: in August, December and May. However, a Commencement ceremony is held only in May. Students become candidates for graduation upon filing a completed Graduation Application with the filing fee and submitting it to the Office of Student Services. Students must be in good academic standing with the School of Management, maintaining a G.P.A. of 3.0 or higher, at the time the application is due.

Be sure to note the application deadlines for graduation:

<b>Graduate in:</b>	<b>Application due by:</b>
May	February 15
August	June 1
December	October 1

Graduate students 6 credits or less remaining in their degree program may participate in commencement without having all degree requirements completed. Students, who participate in the May commencement ceremony before completing their degree requirements, must apply to officially graduate and pay the diploma fee when their degree requirements are complete.

## **STUDENT SERVICES**

Student Services at Sage is exactly that: a full-service resource for our students. Our student relations specialists provide answers and guidance for questions and issues relating to financial aid, registration for classes, accessing your academic record, and managing your student account. The Registrar's Office is responsible for all matters pertaining to students' academic records and registration for classes at The Sage Colleges, including setting the academic calendar each year. They have all the forms you will need, for example: student registration form, registration change (add/drop), and Graduate Independent Study form.

Student Services is located on the first floor of the Administration building. For more information regarding Student Services, visit

[http://www.sage.edu/resources/student\\_services/](http://www.sage.edu/resources/student_services/) or call 518-292-1781.

## **FINANCIAL AID**

Financial Aid is located on the first floor of the Administration building. For more information regarding Financial Aid, visit

[http://www.sage.edu/resources/student\\_services/financial\\_aid/](http://www.sage.edu/resources/student_services/financial_aid/) or call 518-292-1781.

Please note that students must maintain satisfactory academic progress in order to maintain financial aid eligibility. This means that a student must maintain a GPA at or above a 3.0 and have at least a 50% completion rate in coursework. Please see the link below for more details. <https://www.sage.edu/admission/financial-aid/federal-state-aid/graduate-satisfactory-academic-progress-policy/>

## **GRADUATE ASSISTANTSHIP**

Assistantships provide tuition waivers and a stipend for working in an academic or administrative office, assisting faculty in research, or, in limited instances, teaching undergraduate classes. For each six-credit tuition waiver plus \$2000 stipend, a student works 300 hours over the Fall and Spring semesters or teaches two three-credit course equivalents. Students enrolled for nine or more hours may receive two graduate assistantships per year. Assistantships are awarded on the basis of financial need and academic ability. An assistantship award means that the student is eligible to apply for the open assistantship positions posted on the Sage Graduate School website ([http://www.sage.edu/costaid/tuition/sgs/assistantships/ga\\_jobs/](http://www.sage.edu/costaid/tuition/sgs/assistantships/ga_jobs/)).

Job descriptions allow students to match their skills and experience to the openings available. These may be in academic departments or administrative offices; selection is made by the individual supervising the graduate assistant.

To be eligible for an assistantship:

- Follow the financial aid application procedures, including submission of the FAFSA after January 1.
- Students must also complete an Application for Graduate Assistantship form available on-line from the Sage Graduate School web page.
- Preference will be given to students who complete this process prior to April 1 of the year preceding the assistantship award.
- Upon receipt of FAFSA information, which identifies the level of federal and state aid for which the student is eligible, the Office of Financial Aid Services determines whether or not the student is also eligible for a graduate assistantship and provides that information to the Coordinator of Graduate Assistantships.

For more information regarding Graduate Assistantship, visit <https://www.sage.edu/admission/accepted-students/accepted-graduate-students/graduate-assistantships/> or email at [gaships@sage.edu](mailto:gaships@sage.edu)

### **GRIEVANCE PROCESS**

Students who wish to request reconsideration of academic decisions made with regard to their progress and performance in the academic program may appeal to the Academic Standards Subcommittee of the Sage Graduate Schools Curriculum Committee. Students who wish to appeal to the Academic Standards Subcommittee must write to the Dean of Sage Graduate Schools, explaining the nature and rationale for the request. The student's program director and the dean each make a recommendation to the Academic Standards Subcommittee, which then makes a determination regarding the student's request. The Dean of Sage Graduate Schools communicates the determination to the student.

The Sage Graduate Schools Grievance Appeals Panel reviews student grievances which have been acted upon by the Academic Standards Committee of the SGS Curriculum Committee. The Grievance Appeals Panel will consider student grievances concerning academic matters including:

- the degree process such as grading, evaluation, or status;
- allegedly unprofessional conduct toward students;
- allegedly unfair or discriminatory treatment of students;
- allegedly unfair disciplinary actions.

The request for an appeal must be made in writing to the Dean of Sage Graduate Schools, within 30 days of the students' receipt of the determination of the Academic Standards Subcommittee. The letter requesting an appeal must state the basis of the grievance and the facts that support it. It should include a summary of steps already taken (or why steps were omitted). The student/appellant must state why the resolution is unfair or unsatisfactory. The student must state what the desired remedy is. The Dean will transmit the appeal to the Sage Graduate Schools Curriculum Committee (SGSCC) Chairperson to determine whether or not the appeal will be accepted for review. If the appeal involves a student from the program in which the Chair of the SGSCC serves, the Chair will designate a

member of the SGSCC who is not affiliated with the appellants program to determine whether or not the appeal will be accepted for review. If an appeal is accepted for review, a Grievance Appeals Panel will be formed to hear the case within 20 business days of receipt of the student's request

## THE FACULTY

Kimberly A. Fredericks, Ph.D., M.P.A., R.D.  
Dean, School of Management,  
Associate Professor, Management

Eileen V. Brownell, Ph.D.,  
Associate Professor, Management, Internship Director

Kevin Fletcher, Ph.D.,  
Assistant Professor, Management

Robert Manasier,  
Entrepreneur -In- Residence

Dayna Maniccia, Dr. P.H., M.S.  
Assistant Professor, Health Services Administration  
and Coordinator Public Health  
Graduate Program Director of Management

Scott Seyrek, Ph.D.  
Assistant Professor, Management

Gerald Shaye,  
Executive -In- Residence

MaryEllen Tedesco, M.S.,  
MBA/ OM Online Program Director,  
Adjunct Professor, Management

Huimin Xu, Ph.D.,  
Associate Professor, Marketing  
Chair of the Management Department  
and Undergraduate Program Director

Ceren Yoruk, Ph.D.,  
Associate Professor, Economics

*For more information regarding our Faculty (including contact information and hours) please visit <http://www.sage.edu/academics/faculty/management/>*

## **College Policy Statements**

### **THE SPIRIT OF LEARNING: STATEMENT ON APPROPRIATE CONDUCT ON CAMPUS**

All members of The Sage Colleges community are expected to conduct themselves in a way which respects the learning environment. Thus, Sage has the right to remove any student from a classroom, other academic area, or program at any time if the student's behavior is contrary to the spirit of learning or hinders the operation of the program in any way. Violent, disruptive, harassing or intimidating behavior is not tolerated in the classroom or any other place on campus. Any student whose conduct disrupts a class or other learning environment may be required to leave the premises immediately and subjected to disciplinary and/or legal action.

### **AMERICANS WITH DISABILITIES ACT**

The Sage Colleges is committed to providing equal access and responding to the needs of students with disabilities, as defined by the Americans with Disabilities Act. A student seeking academic adjustments under the Americans with Disabilities Act must register and provide documentation to the Director of Disabilities Services. Any student in need of classroom assistance or modification under the Americans with Disabilities Act must inform the instructor of the needed adjustment by first obtaining the necessary accommodation letters from the Director of Disabilities Services in order for reasonable accommodations to be provided. It is recommended that students do so at the onset of classes as reasonable prior notice needs to be given. The Director of Disabilities Services can be contacted in Troy at 65 First Street Troy NY 12180 (518) 244-6874 or in Albany at 140 New Scotland Avenue, Albany NY 12208 (518) 292-8624.

### **POLICY ON ACADEMIC HONESTY**

Academic dishonesty in any of its forms, including cheating, plagiarism, misuse of SageNet, and failure to comply with guidelines for the conduct of human research, will not be tolerated at The Sage Colleges. A full statement of the policy on Academic Honesty can be found as an appendix to the Student Conduct Code on The Sage Colleges web site. A hard copy can be requested from the Dean of Students in Albany Kahl Campus Center 145 (518) 292-1753 or in Troy McKinstry Student Center 244-2207.

For guidance in proper referencing of sources, as well as how to avoid plagiarism, consult the most recent editions of the following works, which are available in the reference section of the libraries on the Troy and Albany campus.

- Joseph Gibaldi, *MLA Handbook for Writers of Research Papers*, New York, Modern Language Association.
- Kate L. Turabian, *A Manual for Writers of Term Papers, Theses, and Dissertations*, Chicago, University of Chicago Press.  
<http://www.wisc.edu/writing/Handbook/DocChicago.html>

- American Psychological Association. Publication Manual for the American Psychological Association, Washington, D.C., American Psychological Association. <http://apastyle.apa.org/>

## **RELIGIOUS OBSERVANCE**

The Sage Colleges recognize the value of participation in and observance of religious obligations and practices by individual students. No student will be penalized because a religious observance prevents participation in any course requirement. An opportunity will be provided for each student to make any requirement missed for an absence due to religious observance. A student who intends to be absent from classes for a religious observance must notify each instructor in advance and make arrangements to cover missed course materials and to complete the course requirement(s) missed. The College reserves the right to confirm the existence of the observance through an interfaith calendar.

## **E-MAIL POLICY FOR THE SAGE COLLEGES**

Sage considers Sage Gmail (username@sage.edu) the exclusive vehicle for official college e-mail communication. As such, username@sage.edu will be considered the official e-mail address for writing and forwarding electronic correspondence. All users are expected to regularly check their Sage e-mail account (on Gmail) and to acknowledge messages in a timely manner. In addition to general College notices, faculty members frequently use the College's e-mail system to notify and correspond with members of their classes. It is recommended that students frequently access their College assigned e-mail account for information. Any electronic business conducted with the College must be done via a sage.edu account.

## **CREDIT HOUR POLICY AT SAGE**

All courses offered at The Sage Colleges—graduate, undergraduate, and professional—comply with definition of the credit hour and the policies established by the New York State Commissioner of Education and the US Department of Education regardless of delivery modality. A contact hour is described as the interaction between faculty and students via lecture, discussion, research, project/problem, debate, etc. For lecture class formats, one credit requires a minimum of 12.5 faculty contact hours (750 minutes) and a minimum of 30 hours of out-of-class student work over the course of a 15 week semester. For example, a three-credit course is thus equal to a minimum of 37.5 faculty contact hours (2,250 minutes) with the expectation of a minimum of 90 hours of student out-of-class.

## **Grievance Process**

In the event that a student has a complaint involving a faculty member or wishes to question a grade, the student should follow the procedures listed below:

- Meet with the instructor involved. In the best interests of both parties, resolution ideally should be reached at this stage.

- If resolution is not reached between the student and instructor, the student should make an appointment to meet with the instructor's department chairperson or program coordinator.
- Meet with the Dean of the College, only in the event that the student feels procedures were not followed.
- The Provost is the final decision-making authority.

### **Procedures for Grievances Alleging Discrimination Based on Disability**

Any member of The Sage Colleges community, including faculty, administrators, staff, and students, who has any grievance in relation to the law or any acts prohibited by the law may file a written complaint within 30 working days of the occurrence of the alleged action. The complaint should be filed with the Director of Disabilities Services as the person designated to coordinate the efforts of the college to comply with and carry out its responsibilities under the law. The written complaint should explain who was discriminated against in what way by whom, when the discrimination took place who can be contacted for further information The name, address, and telephone number of the complainant and as much background information as possible about the alleged discriminatory act. These are suggestions, not requirements. Within five working days, the Director of Disabilities Services shall acknowledge receipt of the complaint and assign an individual to investigate the complaint. The individual investigating the complaint shall submit a written report to the Director with a copy to the complainant within 10 working days from the date assigned. The complainant shall have 10 working days from receipt of the investigation report to contact the Director to support or refute information contained in the investigation report.

## **Master of Business Administration**

The professional M.B.A. program at Sage Graduate School is designed to develop leaders who can manage complex organizations and who have the desire and capability to move into high level positions. For nearly three decades, Sage MBAs have taken major leadership roles in business, government, health care and non-profit organizations. Top management positions are well within the reach of our graduates.

The Sage M.B.A. is particularly tailored to professionals in the workplace. The M.B.A. program is contemporary and practitioner oriented and includes behavioral aspects of management. Thanks to our flexible schedule, with evenings, weekend, summer, and on-line courses even the busiest student can complete their degree within two years. When combined with business experience, the Sage M.B.A. will develop leaders prepared to make effective decisions in any organization.

Students can choose from among several specialized courses in fulfilling their elective category, or opt to concentrate in Business Strategy, Finance, Marketing, or Human Resources. These concentrations are structured to cover the knowledge and skills central to establishing competencies in the area most critical and interesting to the student.

For those students who do not want an area of concentration they may choose from a wide number of traditional MBA elective and/or may elect to take graduate courses found in other graduate programs. For example, the student can complete their nine credit hours requirement by choosing from a vast array of complementary graduate courses in areas such as Health Services, Community Psychology, or Education, etc.

The Sage MBA Program has always been known for its flexibility and its student focus. Our responsibility is to help define, inspire and grow strong business decision makers. To this end, Sage has created a series of curricular milestones that will aid in structuring student development. Three Sage milestones, revolving around class activities, are strategically placed at three different levels of the program. These milestones not only help to focus and organize the uniqueness of Sage's program, but are invaluable aids to student development and self-assessment.

### **Program Requirements**

The MBA at the School of Management requires a minimum of 42 semester hours of graduate coursework. If students do not have a background in management/business, prerequisite coursework may be required. To determine whether prerequisite coursework is necessary, prospective students should meet with the program director. All students taking MBA courses, including non-matriculantes, must seek academic advisement on a regular basis by contacting the School of Management office at (518) 292-1700.

**THE SAGE COLLEGES SCHOOL OF MANAGEMENT**  
**Master's of Business Administration**

**Name:**

**Address:**

**Cell Phone:**

**Home Phone:**

**Accepted: Regular**  **Provisional**

**Provisions/Contingencies:**

**Transfer Credits, Substitutions, or Waivers:**

**M.B.A. Program Summary**

**I. Proficiency (12 Credits)**

*(The following four courses have specific undergraduate equivalencies. Course requirements may be waived based on the program director's evaluation of undergraduate courses.)*

		<b>Credits</b>	<b>Completed</b>
MBA 551	Financial Accounting	3	
MBA 552	Economic Analysis	3	
MBA 553	Statistical Reasoning	3	
MBA 563	Legal Environment	3	

**II. Foundation (30 Credits)**

MBA 570	Critical Thinking: Transformation in a Complex World	3	
MBA 571	Management of Change & Innovation	3	
MBA 564	Research Design	3	
MBA 561	Managerial Economics	3	
MBA 574	Financial Management	3	
MBA 576	Marketing Systems	3	
MBA 656	Leadership & Ethics	3	
MBA 651	Human Resource Management	3	
MBA 671	Management Information Systems	3	
MBA 695	Executive Decision Making	3	

**III. General Specialization Track (Choose Three electives)**

<b>TBA</b>	<b>3</b>	
<b>TBA</b>	<b>3</b>	
<b>TBA</b>	<b>3</b>	

**IV. Integrative Experience**

MBA 696 Competitive Advantage	3	
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Students Signature:

Date:

Advisor Signature: Kimberly Fredericks

Phone: 518-292-1782

Date:

Director Signature: Kimberly Fredericks

Phone: 518-292-1700

Date:

**Advisor Contact Information:**

**Kimberly Fredericks, PhD, Graduate Program Chair**

[fredek1@sage.edu](mailto:fredek1@sage.edu), 518-292-1782

**Choose One Specialization (9 credits)**

<b>Business Strategy Specialization</b>		
Select three of the following:		<b>9</b>
MBA 685	Quality Management	
MBA 599	Selected Topics in Management	
MBA 679	Small Business Development	
MBA 683	New Product Development	
MBA 672	Marketing Strategy	
<b>Finance Specialization</b>		
Select three of the following:		<b>9</b>
MBA 597	Selected Topics in Finance	
MBA 664	Investment Analysis and Portfolio Management	
MBA 665	Bank Management	
MBA 666	Financial Markets and Institutions	
MBA 667	Capital Budgeting	
<b>Human Resources Specialization</b>		
Select three of the following:		<b>9</b>
MBA 555	Administrative Organization and Behavior	
MBA 596	Selected Topics in Human Resources	
MBA 653	Compensation Administration	
MBA 561	Organizational Design & Development	
MBA 654	Labor & Industrial Relations Policy	
<b>Marketing Specialization</b>		
Select three of the following:		<b>9</b>
MBA 582	Consumer Behavior	
MBA 598	Selected Topics in Marketing	
MBA 683	New Product Development	
MBA 672	Marketing Strategy	
MBA 684	Professional Sales Management	
<b>Capstone: Integrative Experience</b>		
		<b>3</b>
MBA 696	Competitive Advantage	
<b>Total credits for the M.B.A.:</b>		<b>42-54</b>