

**Master of Business Administration*

We welcome you as a member of the MBA Class of 2013. You bring important skills to our MBA Program and we look forward to your contribution. Our admission standards are high and you have demonstrated that you can be successful in the program. The MBA administration is committed to helping you achieve that success.

The following pages contain information about MBA Program policies and procedures. You are responsible for reading this manual in its entirety and adhering to the information contained therein.

The faculty and administration of the Marriott School and the staff of the MBA Program wish you a very challenging and enjoyable MBA experience.

MBA PROGRAM
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MARRIOTT SCHOOL MISSION STATEMENT

OUR FOURFOLD MISSION:

Education – To attract, develop, and place men and women of faith, character, and professional ability who will become outstanding leaders capable of dealing with change in a global environment.

Research – To advance knowledge using strong conceptual foundations to identify and solve management problems—focusing on global, technological, and entrepreneurial drivers.

Outreach – To extend the blessings of management education to members of The Church of Jesus Christ of Latter-day Saints worldwide.

Friendship – To develop friends for the university and church by serving in professional organizations and collaborating in the development of management-education programs.

MISSION OF THE MBA PROGRAM

To provide students with (1) a general management education, and (2) depth in an area that specifically relates to individual professional interests.

Students who take advantage of what the program offers will have:

- ◆ Knowledge of effective business management tools and skills for working in changing environments
- ◆ Knowledge of the use of quantitative methods and behavioral sciences in the solution of business problems
- ◆ Effective leadership abilities
- ◆ Effective communication abilities
- ◆ Critical analysis and thoughtful reasoning skills
- ◆ Experience in living high standards of personal integrity and professionalism

ACADEMIC REQUIREMENTS

Curriculum Philosophy

The Marriott School MBA Program curriculum provides exposure to underlying managerial disciplines, and the opportunity for students to apply the skills learned to actual business situations. The curriculum helps students develop judgment and wisdom through the decision-making process, and provides them with the technical knowledge and general management problem-solving skills that are vital to the professional manager.

In addition to the foundation skills offered in the first-year core curriculum, students gain essential business skills through advanced course work in the second year of the MBA program. There is a wide range of electives from which students may choose to supplement their chosen major, which enables students to refine and pursue individual career goals during the second year of the program.

Learning Teams and Teamwork

Teamwork and group study are significant parts of the case study method employed by the BYU MBA Program. The nature of the business world demands that executives have strong teamwork skills; therefore, working in teams is a significant part of the learning process in the MBA Program. Students are assigned to learning teams during the first year of the program, with new assignments made both semesters.

Teamwork is meant to augment individual preparation—not to substitute for it. Although teamwork is critical, students are expected to prepare adequately before meeting with their team. In so doing, both the team and the student will reap maximum benefits. Each member of the team is expected to do his or her fair share of assignments and projects and to deliver quality work, worthy to represent the rest of the team. Although the MBA Program does not formally monitor teamwork, it is expected that students will meet regularly with their learning teams and make team study an important part of the preparation for class assignments.

Management education requires individual students to analyze a complex business decision for which there may be several approaches and answers. Completion of the education process requires that students receive feedback on their analysis and recommendations. There is not time in the classroom for each student to receive feedback, so the learning group must fill this need.

Employment and MBA Core Courses Policy

Due to the rigorous MBA Program curriculum, it is in MBA students' best interest not to have employment (either paid or unpaid) during the first year of the program. Furthermore, it is in their best interest not to take classes outside of the established MBA Core curriculum during the first semester of the program. The MBA Program administration has seen students learn these principles the hard way. As a result, the administration has implemented the following policy:

POLICY

MBA students will not:

1. take classes outside of the established MBA Core during the first semester of the program
2. be employed (including self-employment and unpaid employment) during the first semester of the program
3. be employed (including self-employment and unpaid employment) during the second semester of the program, unless granted permission by the MBA administration. For a list of the criteria that qualify for exception during the second semester, please contact the MBA Office.

All entering MBA students must agree to abide by this policy. This is a binding commitment on the part of the student; violation of this commitment is grounds for dismissal from the MBA program.

The second year of the program is often less demanding than the first, so all second-year students may have part-time employment, if they so choose, for up to 20 hours a week. Many assistantships are available to second-year MBA students interested in working on campus.

Majors in the MBA Program

Majors provide students the opportunity to specialize in a specific area that supplements the broad management background gained in the core. Students may specialize in one of the following majors:

- ◆ Finance
- ◆ Marketing
- ◆ Supply Chain Management
- ◆ OB/HR – Organizational Behavior/Human Resources
- ◆ PD – Product Development (engineering)

Students should select a major prior to beginning the program. However, major-specific courses are not offered during the first semester. As students are exposed to the core management areas, they might choose to change majors and may do so prior to beginning the second semester. Major-specific elective courses in the second semester prepare students for internships.

Detailed information about the MBA majors is available on the MBA Program website, <http://marriottschool.byu.edu/mba/curriculum/majors.cfm>

Foreign Language Classes

To prepare students for international experiences, courses in international management and foreign languages are offered through the undergraduate Business Management Department. Business courses are offered for the following languages:

- | | | | |
|----------|-----------|-------------|----------|
| -Chinese | -German | -Korean | -Russian |
| -French | -Japanese | -Portuguese | -Spanish |

Students must demonstrate sufficient fluency in reading, writing, listening and speaking in a foreign language before enrolling in one of the corresponding courses. These classes are offered on a graded basis with the intent of increasing students' conversation and vocabulary skills in foreign business language. Courses are generally taught by foreign language instructors.

First-year Course Requirements

During the first year of the MBA Program students develop an analytical foundation for assessing management problems in the basic areas of business. The first-year core emphasizes integration of a broad range of management principles and concepts. To facilitate this integration, modules of instruction are utilized to encourage students to apply tools learned in one course to the solution of problems encountered in another.

In addition to the core classes, students take a limited number of major-specific courses in the first year of the program that lay the foundation for more advanced major electives in the second year.

Listed below is the first-year core for the 2011-12 academic year:

Fall 2011 Core Classes

MBA 501	Corporate Financial Reporting	1.5	
MBA 693R	Leadership 1	3.0	
MBA 520	Business Finance	3.0	
MBA 530	Operations Management	3.0	
MBA 548	Strategic HR Management	3.0	
MBA 550	Marketing Management	3.0	
MBA 593R	Major Seminar	<u>0.5</u>	
		17.0	Total Fall Credit Hours

Winter 2011 Core Classes

MBA 502	Managerial Accounting 1	1.5	
MBA 584	Intro to Global Management	1.5	
MBA 580	Business Strategy	3.0	
MBA 604	Business Ethics	<u>1.5</u>	
		7.5	Total Core Credit Hours
Major Classes & elective	<i>enough to get to</i>	18.0	Total Winter Credit Hours

***maximum of 35.0* Total First Year Credit Hours**

Second-Year Course Requirements

During the second year, you will take at least 29 credit hours to get to the required 64 credit hours required for the MBA degree. However, you can't register for more than 18.0 credit hours a semester and the minimum is 12 credit hours (to be considered full-time).

During the two-year MBA Program:

- ◆ Students must take 6 credit hours of non-major course work

- ◆ Only 6 credit hours combined of (1) Field Study courses (MBA 690R, all sections), and (2) a contract course with a faculty member (MBA 693R, section 1) can count toward the MBA degree:
 - Only 6 credit hours of Field Study courses (MBA 690R, all sections) can count toward the MBA degree
 - Only 3 credit hours of a contract with faculty (MBA 693R, section 1) can count toward the MBA degree
- ◆ Students may have no more than 9 credit hours of 300 - 400 level courses or non-MBA prefix courses. **Students must receive approval from the MBA Office before registering for these out-of-program courses. Email Debbie Ruse at debbie_ruse@byu.edu.**

Credit and Grades

Students entering the MBA Program in Fall 2012 are required to complete a total of 64.0 university credit hours of study (52.0 credit hours for JD/MBA students). All first year students take the MBA Core classes during Fall 2011- no other classes may be taken during that semester. In all subsequent fall and winter semesters, **no more than 18.0 and no less than 12.0 credit hours may be taken.** All courses on your registration and classes that are audited (no credit given) count toward the maximum of 18.0 hours. **There are no exceptions to this policy.**

The MBA grading system was designed to recognize that graduate students are extremely capable and are typically in the top 20% of their respective undergraduate programs. The MBA Policy Committee agreed upon a grading policy that would (1) not be an intrusion on the learning process, (2) not discourage group work nor the aim for mutual development, and (3) provide adequate communication of student skills to potential employers. The resulting suggested grade distribution for the MBA Program is as follows:

MBA Grade Distribution

Grade	Points	Distribution
A	4.0	15%
A-	3.7	35%
B+	3.4	35%
B or lower		15% (total)

The grade distribution gives faculty the opportunity to provide broad recognition of accomplishment. It does not guarantee high grades where achievement is deemed inadequate.

Students whose performance is not of graduate-level caliber should not receive a grade of “B” or higher. The students’ grade can be adversely affected by inadequate attendance or participation.

Faculty may also award the following grades at their discretion:

- ◆ I – Incomplete
- ◆ T – Work in Progress
- ◆ P – Pass (on a Pass/Fail basis)
- ◆ E – Failing

Minimum GPA Standards/Student Evaluation Procedure by MBA Executive Committee

1. Students should be anxiously engaged in coursework, internships, and/or scholarly work.
2. Students should be making timely progress.
3. Students will be evaluated by the MBA Executive Committee after every semester on route Y using the following criteria: satisfactory, marginal and unsatisfactory.
 - a. Satisfactory: GPA is 3.0 or above, not more than 3.0 credit hours of “C” work, no grades below “C-“, “T” grades and “I’s” are cleared in a timely manner.
 - b. Marginal: GPA is below 3.0 for more than 1 semester, more then 3.0 credit hours or “C” work, grades below “C-“, uncleared “T” grades and “I’s” for more than 1 semester. A student can not remain on “Marginal” status for more than 1 semester. The student would need to show progress and return to Satisfactory or be changed to “Unsatisfactory”. If a student has 2 consecutive ratings of marginal or unsatisfactory, the department will terminate the student, or petition the Grad Studies with documentation as to the student’s progress towards graduation.
 - c. Unsatisfactory: The student is clearly not making progress as defined above for two consecutive semesters.

If the student is termed marginal, they must be notified in writing by sending a certified receipt requested letter or talk to them in person and have them sign that they received the notification.

In the event of a dismissal, an appeal may be made in writing by the student to: Associate Dean, Marriott School, 730 TNRB, Brigham Young University, Provo, UT, 84602.

Final Exams

The MBA faculty and administration have agreed upon the policy that a final examination should be part of each MBA class. This provides students the opportunity to review course material in a comprehensive and integrative manner. It is expected that designated reading days will be kept free for students to study for final exams. Some faculty may choose to assign a special project or paper to serve as the final exam for their class.

Student Rankings

The academic top tenth of the class will be distinguished after each semester. This ranking is communicated to individual students by email 30 days after the semester ends. Students placing in the top ten percent of their class may publicize this ranking on a resume or in private correspondence as they see fit. There is no public listing of class rank due to legal restrictions related to rights to privacy.

Non-MBA Students

Non-MBA graduate students in the university are eligible to take second-year MBA elective courses if they have the necessary prerequisites and are given approval by the course instructor. Non-MBA students are not permitted to take any of the “required” MBA courses.

Non-MBA Courses as part of the MBA Degree

MBA students may take up to 9 credit hours of non-MBA courses to be used toward the MBA degree if the courses are related to students’ MBA area of emphasis or career goals; are of graduate level (300 level or above); and if they have received prior approval from the MBA Operating Committee. Students must get prior approval from the MBA Office to have these courses count toward the MBA degree. On-line courses, independent study courses, PE, religion, music and theatre are just some of the courses that will not count towards the MBA degree.

Graduation Application

All students must apply for graduation from BYU during the beginning of the semester in which they plan to graduate. The Graduation Application is on-line. Before applying for graduation, students must have completed all MBA course work or be registered for the remaining requirements during the final semester before graduation. Students who fail to meet the published deadlines for any graduation will automatically be considered candidates for the next scheduled graduation. The majority of MBA students graduate in April, but occasionally an MBA student will be moved to the following August or December graduation as a result of special individual circumstances.

In addition to the required MBA course work, the following must be completed prior to graduation: (*See Minimum GPA Standards on page 8)

- ◆ Exit interview with the MBA Director or an Associate Director
- ◆ Exit survey (available on Internet)
- ◆ Salary survey, submitted to the Graduate Career Management Office (446 TNRB).

FACULTY EVALUATION

The MBA Director, Associate Directors and the Marriott School Graduate Curriculum Committee evaluate the performance of all faculty teaching in the MBA Program on a regular basis. These evaluations include a review of the course content, teaching methods and techniques, and teaching ability. Students are given the opportunity to evaluate each of their MBA courses and professors at the end of each semester or block of study on Route Y.

FEEES, EXPENSES, AND FINANCIAL AID

Tuition

Over 60% of the cost of operating the MBA Program at BYU is paid from the tithes of The Church of Jesus Christ of Latter-day Saints. Therefore, students and the families of students who are tithe-paying members of the Church have already made a significant contribution to the operation of the program. Because non-members will not have made this contribution, they are charged a higher tuition rate than members. This distinction is similar to the higher tuition that graduate schools of state universities charge to non-residents.

Tuition for Fall 2011 and Winter 2012 is \$5,300 per semester for members of the LDS Church and \$10,600 per semester for non-members. Tuition increases slightly each year. If a student withdraws from the MBA Program, a refund will be based on the date discontinuance is reported to the Division of Student Academic and Advisement Services (Discontinuance Office, B-150 ASB). Please contact that office for additional information. Late fees are not refunded, and refunds will not be granted to students who are dismissed from the university for violation of the BYU Honor Code.

Books and Laptop Computers

The cost of books each semester is approximately \$800. Costs vary, depending on the courses taken each semester. These texts may be purchased at the BYU Bookstore or online.

It is required that each student bring a laptop computer for use during the program.

Check for the requirements on the MBA website at:

<http://marriottschool.byu.edu/mba/incoming/laptop.cfm>. There are wireless ports and Ethernet plugs throughout the TNRB. We encourage students to bring two batteries for their laptops.

Financial Aid

Scholarships are awarded to first-year students with high scholastic achievement and strong work experience when admission decisions are determined.

MBA Program scholarships are not given to second-year students, but limited research and teaching assistantship positions are available. MBA faculty will generally advertise these positions at the end of the first year of the MBA Program. Assistantships require 7-10 hours of work per week, and provide approximately \$14 per hour.

Private scholarships are available to second-year students through the Marriott School.

Applications are available in the Dean's Office (730 TNRB) during winter semester of the first year. Applications are done online at: <https://marriottschool.byu.edu/aid/scholarship/index.cfm>.

Loans are available to full-time students in good academic standing, whose combined family and personal resources are inadequate for the continuation of study. Students may contact the university's Financial Aid Office (<http://financialaid.byu.edu>, A-41 ASB, 422-0234) for additional information.

BYU STANDARDS

Honor Code

BYU exists to provide a university education in an atmosphere consistent with the ideals and principles of The Church of Jesus Christ of Latter-day Saints. This atmosphere is preserved through commitment to conduct that reflects those ideals and principles. All students, staff and faculty of BYU are expected to abide by the principles outlined in the Honor Code.

Professional Standards

Once students have committed to be employed by a firm for an internship or after graduation from the MBA Program, it is expected that they will follow through with that commitment. Any student who violates this standard will be required to meet with the MBA Review Committee, and may jeopardize receipt of his or her diploma.

FACILITIES AND SERVICES

MBA Lounge (W339 TNRB)

The MBA lounge serves as a general gathering place for students. The lounge is used by approximately 320 students. Because of this heavy traffic, it is extremely important that each student take responsibility for keeping it in presentable condition. For security reasons, students should not leave valuables unattended. The MBA Lounge has a fridge, microwaves, computers, printers, and telephones available for student use. Only local, collect, or credit card long distance calls can be made from these phones. Each study room is equipped with network access for laptop computers.

Study Rooms

Study rooms are located throughout the Tanner Building and are used for case discussion and other team study meetings.

If an individual is using a study room in the lounge and a team needs the room, the individual should promptly vacate and find another study area. Additional study rooms are available on the first, second and third floors of the Tanner Building. These rooms are reserved online and at the electronic scheduling kiosk located near each study room area. Students are encouraged to use the BYU library for additional individual study.

Email Addresses

The majority of information sent to you regarding the MBA Program will be sent by email. Therefore, it is your responsibility to retrieve your messages daily.

To facilitate easier address changes, and to create a permanent BYU.net address capable of forwarding to an account of your choice, you will need to create an email alias by logging in to *Route Y* at www.byu.edu, go to the *Communication* tab and click on the *email alias manager*.

Graduate Mail Room (346 TNRB)

Hard-copy information for students is distributed in the Graduate Mail Room in room 346 TNRB. Each MBA student should have a designated mail box. If you do not have one or your name slot is lost, please see the MBA Office. Students should check their mail room box at least once daily. Please do not use as a file drawer. This mail room is used strictly for the purpose of distributing BYU and Marriott School-related information to students. U.S mail is not delivered to this room. Therefore, students may not have any personal mail sent to the MBA Office to be taken to the mail room; all personal mail must be directed to individual residences.

Computer Resources and Services

There is a Computer Lab in room 1118 JKB. It is equipped with IBM-compatible PCs, as well as laser printers and scanners. Use of laser printers carries a nominal per-page fee. All students are expected to abide by computer lab rules. Each student must submit a signed software user agreement to the MBA Office.

Harold B. Lee Library

The first floor of the Harold B. Lee Library contains many business indexes, texts, and other books related to business. Current business periodicals are located in the reserve library on the ground floor (third level) of the library; back issues are on the first and second levels. Students can use Info Track Systems, LexisNexis, Bloomberg, and ProQuest to aid in research of specific topics.

MBA Office (W437 TNRB)

MBA office hours:

Open Monday through Friday, 8:00 a.m. to 12:00 p.m. and 1:00 p.m. to 5:00 p.m.

*Closed each day from 12:00 p.m. to 1:00 p.m. for lunch

*Closed each Tuesday from 10:45 a.m. to 12:00 p.m. for the University Devotional

The MBA office facilities and equipment are not available for student use. Faxes, copies, etc., may be handled through the university copy centers or student computer labs and lounges. Students may not have personal mail, deliveries, or phone calls directed to the MBA office, although emergencies call may be received in the MBA Office. Faxes may be received in the main MBA office on a need basis. Personal phone calls may be directed to the student lounge, when appropriate.

Copy Center (550 TNRB)

The TNRB Copy Center is available for standard copying and printing needs, as well as sending and receiving faxes (for a nominal fee).

Career Development Assistance

The BYU Placement Center and the Business Career Center assist MBA students in finding summer internships and full-time employment. Access to these services is conditional upon compliance with both offices' policies and procedures as well as attendance at all career services briefings and presentations. Assistance is designed to meet the special needs of both MBA employers and new MBA graduates.

Business Career Center (446 TNRB)

Assistance available through the Business Career Center includes:

- ◆ Self-assessment workshops
- ◆ Job search workshops
- ◆ One-on-one counseling
- ◆ Alumni Job Search Clearinghouse
- ◆ Recruitment opportunities for both full-time and internship employment

In order for students to use Business Career Center resources and be placed on campus interview lists, they must be registered with the Business Career Center. Information on current job opportunities is posted on the Business Career Center web page and on the bulletin board outside the Business Career Center. The web address is: <http://marriottschool.byu.edu/career/>.

Both the BYU Placement Center and the Business Career Center are to be viewed as adjuncts to students in their individual job search activities. The final responsibility for employment rests with students, who must prepare themselves for and initiate their own individual searches.

BYU Career Placement Center (2400 WSC)

The BYU Career Placement Center's primary function is to provide a process that meets the needs of employers for entry-level candidates from across campus. In other words, the Placement Center services the needs of employers who are interested in all types of BYU graduates. The following services are available to MBA students:

- ◆ *Publication of Full-Time Job Opportunity Listings:* The BYU Career Placement Center provides lists of organizations interviewing on campus. Students can search these lists for companies specifically looking for MBA candidates. It should be noted that some employers will have mixed schedules that include MBAs as well as other candidates, both graduate and undergraduate (i.e., engineering, communications, etc.). Also note that the primary interest of employers coming on campus through the BYU Career Placement Center is permanent employment (post-graduation) and does not include internship opportunities.
- ◆ *Company Literature:* Company-produced literature is available in the BYU Career Placement Center. Generally speaking, MBAs will interview through the BYU Career Placement Center only when employers are interested in looking at a variety of candidates including MBAs; therefore, when an employer establishes a mixed schedule, MBA students will interview at the BYU Career Placement Center. All employers who exclusively seek MBAs will interview in the Tanner Building through the Business Career Center.

BYU Student Health Center and Insurance

BYU requires all full-time continuing students to have adequate medical insurance for the duration of their enrollment at BYU. To satisfy the university's insurance requirement, you must enroll in the BYU Student Health Plan or a private group medical plan (i.e. one provided by parents' or spouse's employer), and must be enrolled in the plan even during summer months when classes are not held and internships occur. For more information regarding health insurance, visit <http://www.dmba.com/nsc/STUDENT/student.htm> or call 422-7737. The Student Health Center is located at 900 East and University Parkway in Provo.

EXTRACURRICULAR ACTIVITIES AND ORGANIZATIONS

MBA Association

MBA students have organized the MBA Association (MBAA) to provide social and business-related activities to augment the educational experiences provided through the MBA curriculum. The association has sponsored seminars by nationally known businessmen and businesswomen, firesides by prominent LDS Church authorities, and community service projects. Social activities also play an important role in the MBA Association—barbecues, sports activities, trips, and a year-end banquet are common MBAA activities.

First-year students hold an election during winter semester to elect a president and various vice presidents and directors who will preside in MBAA offices during the next year. The current vice president positions are: Student Life, Communications, Finance, and Academic Affairs. Director positions include: Spiritual Issues, Faculty Student Relations, Service, Athletics, International Issues, and Single Affairs.

The MBA Association members form a student council that meets frequently throughout the year to conduct association business. First-year students are elected in the first weeks of each semester to serve as section representatives for one semester and sit on the student council.

The MBA Association is organized under the Management Society, which is the student government arm of the Marriott School. MBA students are automatically included as members of the Management Society and are eligible to participate in activities and programs sponsored by the society.

MBA Spouse Association

The MBA Spouse Association (MBASA) was initiated to help spouses of MBA students increase their understanding of the MBA Program, prepare for future professional experiences, and interact with other spouses and families of students. An MBASA president and council are elected each year. The spouses track their activities on a yahoo group website.

International Graduate Students Association (IGSA)

The IGSA seeks to help international students have a rewarding and meaningful educational experience at BYU, to support international students in their recruiting efforts, and to establish the world-wide network of alumni. During the winter semester, all first-year international students have an opportunity to elect the following year's IGSA Executive Committee members. These elected members volunteer their time working closely not only with each other, but also with various offices on the BYU campus. For example, the Career Committee works closely with the Marriott School Career Services Office and the BYU Placement Center to increase the recruiting opportunities for international students.

BYU ID Card (Signature card)

The BYU ID card received during orientation permits access to a wide variety of activities. This card may be used as your student identification, to check out books at the library, and as an electronic key for your signature account for meal-plans, Bookstore purchases, copies, and various activities around campus. Students' spouses may also get a BYU ID card after receiving a BYU Net ID. Cards may be obtained in 2310 WSC.

Devotionals and Forums

Devotional and forum assemblies featuring General Authorities of The Church of Jesus Christ of Latter-day Saints and speakers of national and world renown are held in the Marriott Center each Tuesday at 11:00 a.m. Speakers and topics are published in *The Daily Universe* and on the BYU home page. BYU suspends all classes and campus activities during these devotionals and forums. Therefore, the majority of campus offices and services are closed each Tuesday from 11:00 a.m. to 12:00 p.m., including the MBA offices.

MBA Mixers

The MBA Student Association sponsors a mixer for all MBA students occasionally on Thursdays from 11:00 a.m. to 12:00 p.m. This hour offers social interaction within the program as well as opportunities to interact with faculty and special speakers. Lunch or refreshments may be provided.