**Timeline**

Refer to the list below to track your progress through the Professional Admission process. All steps must be completed in the specific order listed below in order to be eligible for admissions. A checklist is also provided on the last page of this packet.

<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wednesday, January 25th or Thursday, January 26th</td>
<td>Attend Professional Admission Orientation</td>
</tr>
<tr>
<td>Wednesday, January 25th – Tuesday, February 14th (By 12:00 Noon)</td>
<td>Complete the web application in eSMS</td>
</tr>
<tr>
<td>Please submit the web application as soon as possible to begin the application process and schedule your advising appointment.</td>
<td>Go to: <a href="http://ugrad.eller.arizona.edu">http://ugrad.eller.arizona.edu</a></td>
</tr>
<tr>
<td></td>
<td>Click on the “Apply Now” link</td>
</tr>
<tr>
<td></td>
<td>Fill out application through eSMS Admission (may require authentication)</td>
</tr>
<tr>
<td></td>
<td>Print Application Summary Page (to submit with hard copy of application)</td>
</tr>
<tr>
<td></td>
<td>Schedule Professional Admission Academic Advising appointment</td>
</tr>
<tr>
<td>Monday, January 30th – Friday, February 10th</td>
<td>Attend Mandatory Academic Advising Appointment.</td>
</tr>
<tr>
<td></td>
<td>Schedule advising appointment after submitting web application</td>
</tr>
<tr>
<td>Tuesday, February 14th, 12:00 Noon Deadline</td>
<td>Turn in Hard Copy of Application and Upload Letter of Intent and Resume into eSMS—Due by Tuesday, February 14th by 12:00 Noon</td>
</tr>
<tr>
<td></td>
<td>What to turn in to McClelland Hall Room 201:</td>
</tr>
<tr>
<td></td>
<td>Application Summary Page printed from online application through eSMS</td>
</tr>
<tr>
<td></td>
<td>Two signed copies of the Letter of Intent</td>
</tr>
<tr>
<td></td>
<td>Two copies of Resume</td>
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<tr>
<td></td>
<td>Global Cohort Applicants must also submit essay</td>
</tr>
<tr>
<td>Friday, February 17th</td>
<td>International/ESL Interviews, Written Assessment, and Skills Assessment Exam</td>
</tr>
<tr>
<td></td>
<td>Global Cohort Interviews and Skills Assessment Exam</td>
</tr>
<tr>
<td>Saturday, February 18th</td>
<td>Professional Admission Skills Assessment Exam and Interview</td>
</tr>
<tr>
<td>Wednesday, February 22nd</td>
<td>Make-Up Interviews (for students with schedule conflicts)</td>
</tr>
<tr>
<td>Friday, March 3rd</td>
<td>Professional Admission decisions emailed on this date around 5:00 pm</td>
</tr>
</tbody>
</table>

**Prerequisites Required at the Time of Application**

- Minimum 2.75 GPA (based on 12 or more UA units) at the time of application. Recalculated GPA from transfer institutions is used if student has attempted less than 12 UA units.
- Minimum of 42 units completed at the time of application and 54 completed by the end of the application semester
- At least two out of three Business Math courses completed and the third in progress/completed
- At least one Accounting course completed and the other in progress/completed
- Last course in the English sequence must be completed or in progress
- Remainder of Foundation courses must be successfully completed by the end of the application semester

**Criteria Considered for Admission**

- Cumulative GPA (the minimum GPA does NOT guarantee admission in this competitive selection process)
- Performance and GPA in Foundation courses (all attempts at Foundation courses will be considered, and repeated course attempts should show considerable improvement)
- Letter of Intent, Resume, and Interview demonstrating leadership, work experience, community service, and involvement in extra-curricular activities
- Intellectual and interpersonal abilities that contribute to the Eller College’s academic and co-curricular programs
Important Points

- Professional Admission into the Eller College of Management is a competitive and selective process
- A $55 application fee will be charged to all students submitting an application. For current University of Arizona students, this fee will be charged to the student’s Bursars account. Students not yet admitted to the University must submit a $55 check or money order with their application. Cash or credit cards will not be accepted
- Students may only apply for Professional Admission two times (students who are denied on their first attempt have the option of reapplying in a future semester; students who are denied on their second attempt must look at other academic options outside the Eller College)
- Among equally qualified applicants, preference is given to U.S. citizens and others who are qualified to hold permanent employment in the U.S.
- Students who are on Academic Probation at the University of Arizona at the end of the application semester will lose their Professional Admission. Students are not eligible to start the cohort while on probation at the UA
- Late applications will not be accepted
- The Eller College of Management charges a differential tuition fee each semester for the professional program

Policy for International/“English as a Second Language” Students

All students entering the professional program must possess a high level of English language proficiency (speaking, writing, listening, and reading) and a high level of interpersonal communication competency. To meet this goal, the following English language proficiency policy is in place:

1. To demonstrate language proficiency, all international applicants from non-English speaking countries must have at least one of the following official proofs of a high-level of English proficiency showing in UAccess at the time of application (by 12:00 noon on Tuesday, February 14th):
   a. TOEFL score of at least 550 (PBT), or 213 (CBT), or 79 (iBT)
   b. IELTS score of at least 6.5
   c. Successful completion of CESL Level 70 and CESL Endorsement prior to matriculation to UA

2. All International/ESL students will participate in an ESL Interview, Written Assessment, and quantitative Skills Assessment on Friday, February 17th. During the interview phase of the application process, International/ESL applicants will be interviewed by Eller College Associates and Business Communication staff/faculty who are specialists in language proficiency. The interview will include an evaluation of both oral and written competency.

3. Applicants must demonstrate productive verbal language proficiency (listening and speaking) in an interview setting, as well as written language proficiency (reading and writing) through a written assessment. Based on the evaluation of an applicant’s language proficiency during the interview phase, one of the following recommendations will be made:
   a. High-Level Proficiency: Eligible for Admission. If admitted, no additional language support will be required. Students with high-level proficiency will be able to utilize continued drop-in support sessions during their first semester in the cohort.
   b. Mid-Level Proficiency: Eligible for Admission with Required Support: If admitted, completion of three mandatory “Language Support Workshops” (for a fee of $120, subject to change) will be required prior to starting the upper-division cohort. Participation in these three workshops is required in order to retain Professional Admission. Additionally, students with mid-level proficiency will be encouraged to utilize continued drop-in support sessions during their first semester cohort.
   c. Low-Level Proficiency: Admission Denied. Based on their current English Language abilities, the student will be denied admission. In order to be eligible to re-apply in a future semester, student will need to participate in the “Eller Professional Language Skills Development Workshop” (for a fee of $250, subject to change). Students must participate in two in-person workshop and three online activities in order to be eligible to apply in a future semester.

4. Students must demonstrate Mid-Level or High-Level Proficiency in each of the following areas: speaking, writing, listening, and reading. Students who demonstrate language deficiencies and receive a Low-Level Proficiency evaluation in any of these areas will not be admissible to the Eller College.

5. International Students for whom English is a Second Language must have taken ENGL 101/102 or 109H at The University of Arizona to meet the qualifications for Admission With Excellence (see page 3).
Cohort Options
The Eller College of Management is currently offering courses in three different cohort options. Students not selected for their initial choice of cohort may be considered for the other cohorts if space is available. Please review the Cohort descriptions listed below:

Traditional Cohort
Students complete their cohort in the regular Fall/Spring semesters. Majors available in this cohort include: Accounting, Business Economics, Business Management, Finance, Management Information Systems, Marketing, and Operations Management. Courses are available during the day in either the A (mostly morning classes with some afternoon/evening courses) or B (mostly afternoon classes with some morning/evening courses) cohorts. Before making your selection, please review A and B cohort schedules https://ugrad.eller.arizona.edu/advising/registration/professional. Available for Fall and Spring applicants.

Global Cohort to Brazil
(Only available for students applying during the Spring 2017 Professional Admission Process to start in Summer 2017)
Students complete their first semester cohort requirements abroad in Brazil during the Summer semester. Remaining semesters will be held in Tucson under the traditional cohort model. Majors available in this cohort include: Accounting, Business Economics, Business Management, Finance, Management Information Systems, Marketing and Operations Management.

Business Administration Cohort Options:
Business Administration Online Cohort
(If you are interested in applying to the Online program, please see: undergrad.eller.arizona.edu/online)
Students complete their major coursework fully-online. Students can complete coursework from anywhere, anytime. Business Administration is the only major offered in the online program. Due to the accelerated and interdisciplinary nature of the Business Administration major, Eller Online students will not have the option of changing their Eller major or adding an additional Eller major. Available for students applying for Spring, Summer, and Fall semesters.

Business Administration Accelerated Evening Cohort
(Only available for students applying during the Spring 2017 Professional Admission Process to start in Summer 2017)
Students complete their first semester of the cohort in the Summer Pre-Session term. This is an accelerated cohort and will be completed in 14 months. Courses begin at 5:00 pm in the evening and are not available during the day. Business Administration is the only major available during the accelerated evening program. Due to the accelerated nature of this program, Business Administration students will not have the option of changing their Eller major or adding an additional Eller major. Available for students applying in Spring only.

Admission With Excellence and Honors Direct Admission Processes
Admission With Excellence initiative is designed to recognize the academic efforts of high-achieving Eller Pre-Business students and support them in their Professional Development during their time at the University of Arizona as they prepare for future career opportunities. Admission With Excellence and Honors applicants will learn more during their advising appointment.

Students qualify for Admission with Excellence if they:
• Maintain a minimum 3.75 Cumulative GPA at the time of application, based on 12+ graded UA credits
• Maintain a minimum 3.5 Foundation GPA at the time of application
• Qualifying International Students must take ENGL 101 and 102 or ENGL 109H at the UA

Students who meet the above criteria will be guaranteed:
• Professional Admission to the Eller College
• First choice of major
• Exemption from Skills Assessment Exam
• Professional Admission interview by someone in their field of interest

Requirements for the Honors Direct Admission process vary slightly. Honors students who believe that they meet the requirements for Direct Admission should speak with their Honors Advisor and can review the requirements here: http://ugrad.eller.arizona.edu/excellence/honors/direct-admission
Frequently Asked Questions

Q: I won’t have the required GPA until the end of the Spring 2017 semester. Can I still apply?
A: No, you are not eligible to apply. You can apply when you have the minimum required GPA at the time of application.

Q: I attended the UA quite a while ago and did poorly. I went to another institution where I took most of my Foundation courses and did very well. How will my UA GPA from years ago affect me?
A: Any student that has attempted 12 or more units at the UA must use their complete UA GPA regardless of when the UA GPA was established. You must have a minimum UA GPA of 2.75 to be eligible to apply. You will want to discuss your academic history with your advisor.

Q: What is this “cohort” I keep hearing about?
A: The cohort is a structured model for your upper division business core courses. Each cohort will be coordinated so you will have a more comprehensive business foundation. Furthermore, registration will no longer be a problem for students who follow the proper sequence since once admitted to the professional program they will automatically be registered into their required cohort classes. Refer to the Eller Undergraduate website for upper-division course sequencing details.

Q: What are the different cohort times?
A: There are two traditional cohort times. Cohort A is mainly morning courses with a few afternoon/evening courses and Cohort B is mainly afternoon courses with a few morning/evening courses throughout the program. Please refer to the Eller Undergraduate website to review the cohort schedule and determine which cohort will work best with your schedule.

Q: What if I am a part-time student and I don’t think the cohort times will work for me?
A: Please address this issue with your academic advisor to discuss course sequencing.

Q: Will I have any classes on Fridays?
A: Students in Finance and Economics will have a required first semester cohort class offered on Fridays. Students in other majors may have classes on Fridays in future semesters.

Q: I am planning on studying abroad next semester (Fall 2017). How will that affect my Professional Admission?
A: Students must start the cohort in the semester for which they are admitted. The classes you take in the first semester are crucial to the rest of your upper-division courses and you will miss important prerequisites to your major. We recommend you study abroad in the summer or in your second semester of the cohort. If you do plan to study abroad in the Fall 2017 semester, you cannot apply for Professional Admission this semester. You will need to apply in the Fall 2017 semester while abroad to start in Spring 2018. Work with your academic advisor to make the necessary arrangements to apply from abroad.

Q: What if I want to change my major after being admitted to the professional program?
A: Students are encouraged to select their major carefully. Students admitted to the Traditional Cohort will not be permitted to change their major before the start of the first semester in the cohort. However, these students may request to change their major during their first or second semester in the cohort. If this request is approved, this change would become effective in the following semester, and may impact their graduation date due to the sequencing of major courses.

Q: I typically work with the DRC to request reasonable accommodations for exams. How do I ask for accommodations for the Skills Assessment Exam as well?
A: If you are registered with the DRC and would like to request accommodations for the Skills Assessment Exam, please be prepared to log in to the DRC student system and show your accommodations profile to your advisor during your advising appointment. The advisor will work with you to make the appropriate arrangements for taking the Skills Assessment Exam.

Q: Oh no! I will be out of town on the same day as the interview! Does that mean I cannot apply?
A: We recognize that students have life commitments that may take them away from campus on the day of the interview. We will offer a “Make-Up Interview Day” on the afternoon of Wednesday, February 22nd. Please mention your time conflict to your advisor during your advising appointment and they will register you for the later interview and assessment time.

Q: I think I qualify for Admission with Excellence or Honors Direct Admission. What do I do next?
A: Academic Advisors will confirm a student’s eligibility for Admission with Excellence or Direct Admission during the advising appointment. Please submit your application online through eSMS and then schedule an advising appointment with an academic advisor. If you do meet the criteria for either program, the advisors will direct you in how to prepare for the individual interview experience, which must be completed by April 14, 2017.
Professional Admission Interview Preparation

Letter of Intent

You are asked to write a Letter of Intent for your Professional Admission application. In a typical job application you would write the letter based on the position description as an introduction to your Resume. Below is a statement that equates to a job description for the Eller College professional program. Please use this description when developing your Letter of Intent.

The Eller College of Management is seeking talented, highly motivated, and hardworking individuals committed to excellence and sound ethical behavior. Candidates should demonstrate critical thinking and communication skills, work well in collaborative environments, articulate the importance of business and technology in today’s global marketplace, and understand their career goals and professional development needs. Candidates should use personal examples from a variety of experiences to highlight their unique contribution to the professional program cohort.

You should write about your accomplishments, goals, and strengths as a candidate for the Eller College professional program. The best letters have an individual feel and provide examples or evidence of the authors’ claims. Try to avoid generic statements and letters with a lack of focus. Instead, talk about yourself and what you as an individual have done thus far and what you plan to do in the future. Show the interviewers that you are unique and give them insight into who you really are.

Be sure to concentrate on proper grammar, spelling, and clear word choice. Letters of Intent are usually three to four short paragraphs in length, and must be kept to a maximum of one page.

Template of Letter of Intent Structure to use as a Guide

Your Name*  
(*not usually a part of a Letter of Intent but needed for application purposes)

Your Current Address
City, State and Zip Code

Date

Eller College Admissions Committee
McClelland Hall 204
1130 E. Helen Street
Tucson, AZ  85721-0108

Dear Eller College Admissions Committee:

OPENING PARAGRAPH: Introduce the position (major) for which you are applying and explain why

MIDDLE PARAGRAPH: Demonstrate how your experiences align with the values listed in the position (student) description

CLOSING PARAGRAPH: Share what you will bring to the organization (college) and close the letter with appreciation for the interviewer’s time and consideration

Sincerely,

Your Signed Signature

Your Typed Name
A professional, high-quality Resume is a necessary step for your career. A good Resume cannot be written in just a few minutes; it requires thought and analysis. The Resume is a summary of your experiences, not your full-length biography. It is not simply a list of jobs held and duties performed; you must create a Resume that emphasizes your accomplishments and achievements. You must communicate what skills you have to offer and not just what you have done. For Professional Admission and Eller College recruiting events, you should develop a one-page, chronological format Resume.  **We have included a sample resume that you are welcome to use as a guide as you develop your own personal resume.** The chronological Resume presents experience and education in reverse time order (most recent experience first). The format utilizes visuals, such as underlining, bolding, italics and bullets to make items stand out. Chronological Resumes should be written for the situation and the needs of the audience.

**Chronological Resume Suggestions:**

- Your Resume must be neat and error free – No spelling, grammar or typographical mistakes
- Limit your Resume to **one** 8 1/2" x 11" page printed with a laser printer on high-quality, neutral color paper
- **DO NOT** use a MS Word template to create your Resume; if you use UA Resume Builder, download your Resume into Word to format correctly
- Use 10-12-point font (9-point font minimum); Times New Roman or similar font preferred
- Use even margins, minimum of ½ inch on the left
- Consistent use of punctuation, i.e. periods at the end of all bullets or none
- Use clear, simple and positive wording
- Use bullet points—skills and information should be highlighted and easy to spot, not buried in lengthy paragraphs
- Limit use of abbreviations/acronyms
- Use "action" words and action-verb phrases
- Omit all pronouns and unnecessary articles such as "a," "an," "the"
- Avoid the use of pronouns ("I" and "me")
- Use consistent tense throughout (present tense for current positions; past tense for previous work)
- Use conventional abbreviations and capitalization for Resumes
- Include the month and year when you are including dates in your experience section; use consistent format
- Always include your degree and current major under your education section (i.e. Bachelor of Science in Business Administration, Major: Pre-Business)
- Include your GPA on your Resume if it is a 3.0 or above for your major and/or cumulative GPA
- Do not put personal statistics (age, weight, marital status, etc.) on your Resume

**Action Words and Phrases:**

- Administered
- Analyzed
- Approved
- Coordinated
- Conducted
- Created
- Developed
- Directed
- Established
- Increased
- Implemented
- Managed
- Participated
- Provided
- Recommended
- Reduced
- Reorganized
- Responsible
- Supervised
- Planned
- Proved
- Trained
- Assisted in the coordination of…
- Compiled data for...
- Handled sales volume of…
- Improved....resulting in....
- Initiated and Implemented new Completed
- Received extensive training in....
- Responsible for marketing and selling...
- Increased sales by...

**Additional Resources**

*Eller Professional Development Center*
McClelland Hall Room 203  
pdc.eller.arizona.edu

*UA Career Services Center*
Student Union Memorial Center-4th Floor  
http://career.arizona.edu/student
EDUCATION

The University of Arizona | Tucson, Arizona
Bachelor of Science in Business Administration | Expected May 2018

- Major: Pre-Business
- GPA: 3.2
- Honors: Traditions of Excellence Scholarship Award, Minority Student Achievement Scholarship Award, Hughes Employees Association - Tucson Scholarship, Resident Assistant of the Month

WORK & LEADERSHIP EXPERIENCE

The University of Arizona Department of Residence Life | Tucson, Arizona
Resident Assistant, Coronado Hall | August 2015 – Present

- Supervise 35 students by promoting safety and security within the residence hall
- Motivate students to connect with others and challenge them to seek learning opportunities and be active players in the world around them
- Facilitate intentional learning opportunities for students to grow and develop

USA Softball- Executive Office | Los Angeles, CA
Junior Olympic Intern/Coordinator | Summer 2016

- Coordinated baseball tournaments for up to 64 teams for the selection of athletes that will eventually represent the nation in international competition
- Trained and supervised 15 volunteers
- Directed day to day office operations while executive staff were out of town

Canyon Ranch Health Resort and Spa | Tucson, AZ
Server, Dining Room | August 2014 – December 2015

- Maintained extensive menu knowledge associated with Canyon Ranch Health and Fitness plans, which included the memorization of ingredients and nutritional values of all the items served
- Trusted to open and close the restaurant and prepare daily sales logs
- Responsible for training new employees and demonstrating best practices

Management Information Systems Association (MISA) | Tucson, AZ
Active Member | January 2015 – May 2015

- Attend weekly meetings to learn about careers in information technology from industry professionals
- Network with IT professionals and upper classmen to further knowledge and understanding
- Serve on the event planning committee, plan events that build community among our members

ACTIVITIES, CERTIFICATIONS & SKILLS

Activities: Representative - Coronado Residence Hall Government, Eller Make a Difference Day, University of Arizona Spring Fling, Intramural Soccer Captain
Certifications: Excel Specialist Certification
Skills: Proficient in Microsoft Office Products (Word, Excel, PowerPoint), experience in Customer Relationship Management (CRM) software systems
Professional Admission Interview

The Professional Admission interview is a 25 minute interview with business professionals. There are several components of the interview which include the One-Minute Introduction, the Ethics Case, and a series of behavioral based questions related to the Eller College learning outcomes.

<table>
<thead>
<tr>
<th>Before the Interview</th>
<th>Preparation Topics</th>
<th>Professional Dress Guidelines</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Do a thorough self-assessment before walking into an interview</td>
<td>• Short-term and long-term career goals</td>
<td>• Students are expected to arrive at their interview in Business Professional Attire</td>
</tr>
<tr>
<td>• Think about experiences in work, classes, and activities that have provided you with opportunities to utilize different skills and qualities</td>
<td>• Reason for selecting major</td>
<td>• For Men:</td>
</tr>
<tr>
<td>• Have good examples about teamwork, leadership, and motivation</td>
<td>• Co-curricular involvement</td>
<td>o A suit or blazer and trousers</td>
</tr>
<tr>
<td>• Practice answering behavior-based questions about your education, experience, skills, goals, and accomplishments</td>
<td>• Experience outside academics</td>
<td>o Tie</td>
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<td></td>
<td>• Leadership</td>
<td>o Professional shoes and socks</td>
</tr>
<tr>
<td></td>
<td>• Academic profile</td>
<td>o Appropriate conservative accessories</td>
</tr>
<tr>
<td></td>
<td>• Academic success</td>
<td>o Keep cologne/perfume to a minimum</td>
</tr>
<tr>
<td></td>
<td>• Motivation</td>
<td>• For women:</td>
</tr>
<tr>
<td></td>
<td>• Individual contribution to cohort</td>
<td>o A pant or skirt suit, or a conservative dress; skirt must be of appropriate length</td>
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<tr>
<td></td>
<td></td>
<td>o Hosiery, professional shoes and socks</td>
</tr>
<tr>
<td></td>
<td></td>
<td>o Appropriate conservative accessories</td>
</tr>
<tr>
<td></td>
<td></td>
<td>o Keep cologne/perfume to a minimum</td>
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</tbody>
</table>

One Minute Introduction

All students must perform a “One Minute Introduction” at the start of their interview. The “One Minute Introduction” is your opportunity to share a bit about yourself. The introduction is a one minute, uninterrupted verbal statement. You should not read or memorize your introduction. Rather, be mentally prepared to talk naturally about your experiences and goals.

Why is the “One Minute Introduction” a required part of the interview?
As you attend career fairs, interviews, and presentations you will encounter situations where you will be introducing yourself quickly and concisely. Use this as training for those situations.

What should I talk about in my “One Minute Introduction?”
It is your choice what you choose to talk about. Ultimately you want to convey the following:

• Why you want to pursue a business education, your major in particular, and your long terms goals within your education
• Why you are qualified to be a part of the Eller College
• Anything else you feel is relevant towards your application
• Remember that you are meeting your interviewers for the first time so you don’t want to talk about anything personal that you would not want a stranger to know about you or anything that might make you or your interviewers uncomfortable
VALUES CASE

During the Professional Admission Interview, you will be expected to reflect upon and articulate your thoughts on the following values case. As you prepare for this portion of the interview, we value the interactive exchange of ideas, and encourage you to discuss this situation with friends and family as you explore how you would approach the situation. Students will be expected to demonstrate their thinking process during the interview.

Unauthorized Chargebacks
Adapted from original case written by Eller College Associate Member Dawn Welter, April 2013

You work for a large retail company and have been recently promoted to a Sr. Buyer position. You buy clothing from vendors in New York, and one of your primary responsibilities is to negotiate with these vendors to provide markdown dollars for merchandise that has been bought that does not sell well. These markdown dollars are referred to as chargebacks.

One of the largest vendors that you buy from has named a new account representative that you will be working with. During the first month in your new job, this account rep comes to you and says it appears as if the previous buyer submitted unauthorized chargebacks. Since both you and the rep are new, neither of you has any knowledge of these chargebacks. The rep says her company wants you to document hundreds of thousands of dollars that were charged back over the previous two years.

You begin working on this and find it to be a very time consuming process as it requires matching paperwork from the previous buyer (that is not readily available) to figure out what was authorized and what was not, so this process takes months. The previous buyer was fired, so you cannot get any information from him. Your boss is putting the entire blame on the previous buyer and claims she was unaware that he was submitting these chargebacks. She tells you that she wants all of your documentation to go to her so that she can deal with the vendor since you are new. It is rumored among your peers in the division that your boss knew about the unauthorized chargebacks, but this is hearsay and there is no proof. After months of going through paperwork, you give your boss a report showing close to a million dollars in unauthorized chargebacks. During a trip to NY, you and your boss meet with the vendor, and your boss gives the vendor a modified report which only shows that half of the chargebacks were unauthorized. The vendor accepts the documentation and everyone agrees that your company will pay back $500,000 to the vendor.

After the meeting you and your boss discuss the ramifications of the money that will be charged back to your company. You express your discomfort with the fact that only half of the chargebacks were acknowledged, but she tells you that she is not really sure that the total amount was unauthorized, and that the company simply could not afford to pay back the entire amount because it would impact the profitability for the current year.

Ethical Decision Making Framework
Resolving ethical dilemmas requires sound decision-making. To minimize the subjective nature of decision-making, the following objective framework should prove helpful when confronted by a personal or professional ethical dilemma. Remember, this requires time and thought, but the more the framework is applied, the better one will become in their ethical decision-making.

1. Identify all stakeholders. Identify who will be benefited or harmed by certain decisions or outcomes.
3. Consider the law. Consider existing laws, pending litigation, and regulations that could impact the outcome of a situation.
4. Apply ethical thought. Apply an ethical school of thought to guide decision-making including, but not limited to a results based (e.g., the ends justify the means) or duty based (e.g., the means justify the ends) approach.

This model was developed by Dr. Paul Melendez, Department of Management and Organizations, The University of Arizona. August, 2004.
Professional Development Competencies Requirement

The Eller College of Management expects all students accepted into the upper-division cohort to demonstrate high competencies in creating a professional Letter of Intent and Resume, and in their performance in a professional interview setting. The Letter of Intent, Resume, and Interview for each Professional Admission applicant will be assessed by Eller College Associates as part of the applicant’s Interview. Students who do not demonstrate a standard competency level in each of these three areas will be required to participate in a workshop and/or view an online Professional Competencies Workshop led by a member of the Eller Professional Development Center, and submit an assignment demonstrating their developed skills. If identified as needing additional support to improve their professional competencies, students will be notified via email of their options for fulfilling their required Competency Consultation at the time that admission decisions are sent. Students who do not fulfill their Competency workshop and assignment requirement will have their Professional Admission revoked.

Skills Assessment Exam

All students must successfully complete a Skills Assessment Exam in order to achieve Professional Admission. The assessment is designed to assess comprehension of basic concepts covered in prerequisite Foundation courses. The test will be administered at 8:00 am on Saturday, February 18th for all applicants to the Traditional and Evening Cohorts. Students participating in the ESL/International and Global Cohort Interviews will take their Skills Assessment Exam at 4:00 pm on Friday, February 17th. Students who are requesting DRC accommodations will be asked to take the Skills Assessment Exam on or around February 22nd along with students participating in the Make-Up Interviews. (Students applying for the Eller Online Undergraduate Program will be required to complete assessment modules).

Information about the Assessment

- 20 multiple choice questions
- 40 minutes allotted to complete
- Requires a passing score of at least 75% (15/20)
  - If conditionally admitted and the student scores below a 75%, he/she will have the opportunity to improve their score on a similar assessment
  - If student also fails the second attempt, he/she must attend a mandatory Skills Assessment Workshop (for a fee of $120) that reviews key concepts in preparation for the final assessment attempt. Students must obtain a passing score on the final assessment attempt to retain Professional Admission. Students who fail the third attempt will have their Professional Admission revoked.
- Review materials and sample questions can be found at http://ugrad.eller.arizona.edu/admissions/eller/skills-assessment
- A #2 pencil and a calculator are provided (no outside calculators may be used)

Topics Covered

- Financial Accounting
- Business Statistics

Notes and Reminders
PDC Tools for Success in Professional Admissions

Get help with your Letter of Intent, Resume, and Interview Prep through the Eller Professional Development Center

Preparation Checklist:
✓ Jan. 30 – Feb. 17: PDA Appointments Available
✓ Feb. 9: Resume Check Day
  (Appointments required through eSMS)
✓ Feb. 13: Interview Skills Workshop
✓ Ongoing: PDA Walk-In Hours

To Schedule an Appointment/Resume Check/Mock Interview:
1. Log in to eSMS
2. Click “New Appointments”
3. Select “Career & Professional Development” as the appointment type
4. Choose your desired appointment

To RSVP for the Interview Skills Workshop:
1. Log in to eSMS
2. Click “New RSVP”
3. Select “Professional Admission” as the appointment type
4. Choose your desired event

Transfer Students can call the Eller Front Desk at 520-621-2505 for assistance with the RSVP process.

Professional Development Center Walk-In Hours
Quick Letter of Intent, Resume, and Interview help on a first-come, first-served basis during the following times each week:
Mondays & Wednesdays: 10:00 am – 3:00 pm
Tuesdays & Thursdays: 10:00 am – 4:00 pm
*We highly recommend making an eSMS appointment with a PDA in advance. Walk-in wait times can exceed two hours during busy periods.

Professional Development Associates (PDA) Appointments
20 minute appointment; prior sign-up is required online through eSMS
The Eller Professional Development Associates (PDAs) are a team of trained upper-division students that serve as peer career advisors. During Professional Admissions (Jan. 30 – Feb. 17), students can make appointments with Eller PDAs for assistance with Letter of Intent, Resume, and Interview preparation. Students can schedule 20 minute appointments through eSMS by selecting “Career and Professional Development Advising” under Appointment type.
→ Monday, January 30 — Friday, February 17

Resume Check Day
15 minute appointment; prior sign-up is required online through eSMS
Students must schedule a 15 minute appointment through eSMS to see a Career Coach and receive feedback on their Resume.
→ Thursday, February 9: 8:00 am — 5:00 pm

Interview Skills Workshop
60 minute presentation; prior sign-up is required online through eSMS RSVP
Learn about interviewing techniques in this workshop.
→ Monday, February 13: 5:00 pm — 6:00 pm

All appointments and events take place at McClelland Hall in the Karl and Stevie Eller Professional Development Center; please check in with the Undergraduate Programs Front Desk.
PROFESSIONAL ADMISSION CHECKLIST AND REMINDERS

Please use the following checklist to prepare for the Eller Professional Admission process:

- Attend Professional Admission Orientation on January 25th or January 26th
- Read through the Professional Admission packet and website (http://ugrad.eller.arizona.edu/admissions/eller)
- Explore Eller majors and select top three choices (http://ugrad.eller.arizona.edu/academics/majors)
- Explore sample Cohort times and select preference (note: cohort preference is NOT guaranteed): (http://ugrad.eller.arizona.edu/advising/registration/professional)
- Fill out and submit Professional Admission application online through eSMS as soon as possible (direct link available at http://esmstng.eller.arizona.edu/Admissions)
  - You can return to the application at a later time to upload Letter of Intent and Resume; but you must first submit the application in order to schedule the required academic advising appointment
  - Note: You may need to authenticate through the eSMS Admissions portal to complete the application
- After submitting online application, schedule an academic advising appointment through eSMS by February 10th
  - Incoming Transfer students should bring unofficial copies of all transcripts to this appointment
  - Students with DRC accommodations who intend to request accommodations for the Skills Assessment Exam should be prepared to log in to the DRC student system to show their accommodation profile to the advisor
  - International Students who still need to demonstrate language proficiency should submit their TOEFL, IELTS, or CESL Endorsement so that it is displaying in UAccess by the time of this appointment, if possible
- Update Career Profile through eSMS to indicate career interests
- Develop your Letter of Intent and Resume, utilizing resources and feedback from any of the following:
  - Eller Professional Development Center (3rd Floor McClelland Hall)
  - UA Career Services (4th Floor Student Union Memorial Center)
  - Friends, family, and colleagues
- Submit hard copies of application materials to McClelland Hall Room 201 by 12:00 pm on Tuesday, February 14th, 2017, with the following in your packet:
  - Application Summary Page (printed through the eSMS Admissions portal by logging into your original application at http://esmstng.eller.arizona.edu/Admissions and selecting “Click Here to Print your application”)
  - Two copies of signed Letter of Intent
  - Two copies of Resume
  - Global Cohort Applicants must also submit the required essay
  - Additional submission reminders:
    - Bring the Interview Reminder Card (from your advising appointment) to be stamped as your receipt
    - Upload final version of Letter of Intent and Resume to your application in eSMS by deadline
    - Please bring just these materials—you do NOT need to bring folders or staple your documents
    - Late applications will NOT be accepted
- Prepare for your interview, consisting mostly of “Behavioral Interview Questions”, by utilizing resources and feedback from the following:
  - Eller Professional Development Center PDAs and/or Mock Interviews (schedule through eSMS)
  - Friends, family, and colleagues
- Practice your One-Minute Introduction
- Read and discuss the Values Case, and be prepared to discuss your decision making process in the interview
  - Remember to become familiar with the Ethical Decision-Making Framework provided in this packet
- Review course materials for Skills Assessment Exam (http://ugrad.eller.arizona.edu/admissions/eller/skills-assessment)
- Select appropriate Professional Business Attire for interview
- Attend Skills Assessment Exam at 8:00 am (Social Sciences Room 100) and Interview (time scheduled during advising appointment) on Saturday, February 18th
  - Global Cohort Interviews and Skills Assessments and International/ESL Interviews, Written Portion, and Skills Assessment Exam will take place on Friday, February 17th
  - Make-Up Interviews (for students with schedule conflicts) will take place on Wednesday, February 22nd
- Await Professional Admission decisions, which will be sent via email around 5:00 pm on Friday, March 3rd