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# School of Business Administration

## **AIMS AND OBJECTIVES**

### *Graduate Work in Business at the University of Dayton*

In the fall term of 1963, the Master of Business Administration program at the University of Dayton was launched. The decision to embark upon graduate education in business resulted from several years of careful study and planning. It was determined that such an undertaking afforded the University an opportunity to meet a growing need in an area in which it was in a position to offer a program consistent with the University's objectives of purpose and quality.

### *Philosophy of the Master of Business Administration Program*

The M.B.A. program is designed to provide advanced work on a professional level for those whose occupational and personal objectives can be thus served. The University recognizes that a society characterized by heavy industrialization and organized activity requires an increasing input of skilled managers and administrators. It also recognizes that the increased complexities of enterprise and organization places demands upon managers and administrators that require more exacting mastery of the business disciplines.

The M.B.A. program is predicated on the view that managing is a professional activity. Effective performance in a managerial capacity more and more demands application of a combination of conceptual, behavioral, and technical skills ("technical" referring essentially to the particular methods and processes of accounting, marketing, operations systems, decisions methods, etc.). The base for developing these skills is the mastery of the essentials of certain related disciplines. At the same time, professionalism in the art and science of management must not ignore the vital ingredients of entrepreneurship and creative leadership. These qualities require the ability to integrate, to synthesize, and to apply balanced judgment.

While the value of a degree of specialization is recognized and made available in the M.B.A. program, the emphasis is upon solid grounding in several fundamental disciplines. This is achieved through the concept of "core courses" required of all students. This set of core courses is designed to provide a grasp of and insight into each segment of the "total system". The inter-relationships are emphasized by means of such emphasis in each core course as well as certain courses which specifically are designed to facilitate integration.

The basic objective of the M.B.A. program is to enable the student to develop and apply, in an integrative manner, the conceptual, behavioral, and technical skills necessary for effective and creative management.

The basic objective is accomplished, more specifically, through developing knowledge and skill in the following areas:

1. Management Analysis and Decision Methods
2. Management Functional and Information Systems
3. Management Organizational Processes
4. Management and the Environment
5. Management Integration.



## ADMISSION

The program is designed for holders of a bachelor's degree from an accredited college or university. The degree may be in business administration or any field other than business administration. Those whose degrees are in fields other than business administration normally find it necessary to take Graduate Survey courses in the areas of accounting, economics, statistics, management and marketing in addition to the regular 30 hours of graduate courses required for the degree. Those with business administration degrees normally do not need the Graduate Survey courses. In either case, Graduate Survey course requirements are determined on the basis of course deficiency in these five areas in the undergraduate program.

Applicants for admission to the M.B.A. program should demonstrate a readiness for graduate study, personal integrity, and aptitude for successful managerial performance. The Admissions Committee carefully evaluates the following:

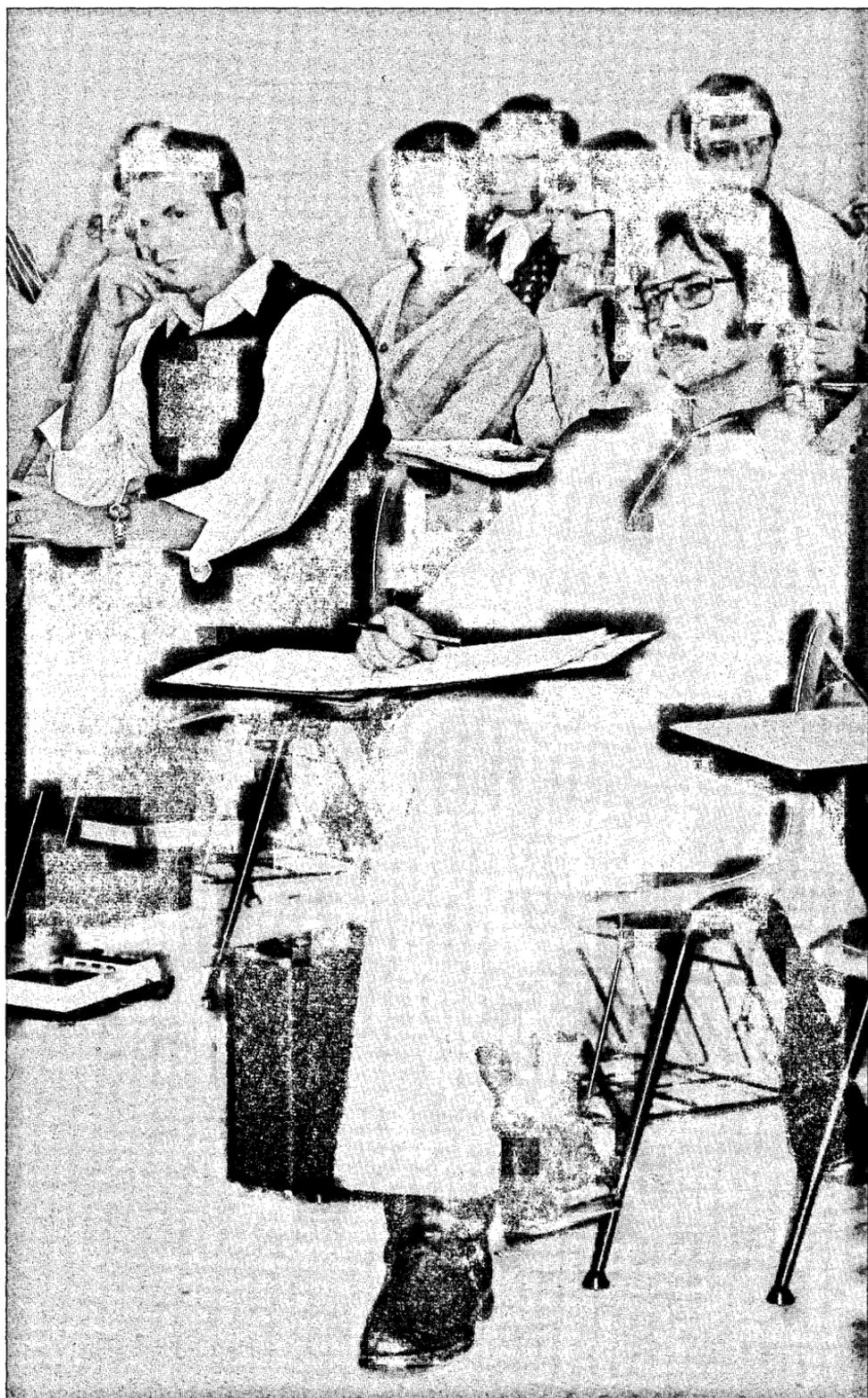
1. Undergraduate and other collegiate record as indicated by official transcripts of all universities and colleges previously attended by the applicants.
2. Results of the Admission Test for Graduate Study in Business (ATGSB).
3. A review of work experience and other experiences which may be indicative of success in the program.

In reviewing these factors, the Admissions Committee will take into account matters that will aid in the evaluation. For example, in cases of an undergraduate record that is below the required cumulative point average, the committee will give consideration to the trend of grades.

All applicants are required to take the Admission Test for Graduate Study in Business (ATGSB). The results must be submitted, along with application and transcripts, before the beginning of course work, since it is one of the criteria for admission. Applications for the test are available from the Office of Graduate Studies and must be completed and forwarded to the Educational Testing Service, Princeton, New Jersey, thirty days before the examination date.

### *Admission with Advanced Standing*

A maximum of six hours of appropriate graduate courses earned at another approved graduate school of business may be applied toward the M.B.A. degree at the University of Dayton. No graduate credit earned at either the University of Dayton or another school may be applied to the M.B.A. degree if such course work was completed more than five years prior to the date of graduation.



## THE REQUIRED PROGRAM OF STUDIES

MBA courses are grouped under three categories: Group I—Pre-requisite Survey Courses; Group II—Core Courses; Group III—Elective Courses.

Before taking Core and Elective Courses, the student should have acquired a basic knowledge in five business areas: Accounting, Economics, Marketing, Management, and Statistics. This requirement is generally satisfied by the appropriate courses in the student's undergraduate program. Students with an undergraduate degree in business administration normally have met all the pre-requisite requirements and may proceed immediately with Group II and III courses—Core and Elective courses.

## NUMBER OF HOURS REQUIRED

Thirty hours of Core and Elective courses are required for the MBA degree. Where Pre-requisite Survey Courses are required because of deficiency in one or more of the five areas specified above, the total number of hours required will be accordingly greater. All MBA courses are three-hour courses, with the exception of one Elective, MBA 595—Individual Research, which may vary from one to six hours. All graduate courses, exclusive of Pre-requisite Surveys, must be completed within five calendar years.

### *Group I. Pre-requisite Survey Courses*

A deficiency in any one of the five areas indicated above necessitates taking the appropriate Graduate Survey Course for that area. The Graduate Survey Courses are as follows:

MBA 500-A	Graduate Survey in Economics
MBA 500-B	Graduate Survey in Accounting
MBA 500-C	Graduate Survey in Marketing
MBA 500-D	Graduate Survey in Management
MBA 500-E	Graduate Survey in Statistics

Wherever a student's undergraduate program is deficient in the Pre-requisite Courses, he may satisfy this requirement by passing a proficiency test in that area. A sufficient score on the proficiency test will waive the Pre-requisite requirement in that area. Attempting to meet Pre-requisite requirements through proficiency tests is normally advisable when the student has had some course work in areas related to the five pre-requisite courses, but not sufficiently equivalent to warrant acceptance of those courses as fulfilling the Pre-requisite requirement.

Whenever Pre-requisite Survey Courses are required, they must be completed before proceeding to Core Courses. However, a student may take Core Courses during the term in which he is completing his last required Pre-requisite Survey. For example, if the student has only the Graduate Survey in Accounting to take, and he wished to carry a six hour load, he may take one of the Core Courses (except the Accounting Core Courses, MBA 501) simultaneously with the last remaining Survey Course.

Graduate Survey Courses carry graduate credit. Grades received for the Survey courses are computed in the student's Cumulative Point Average for the MBA degree.

*Group II. Core Courses*

The Core Course plan entails 21 hours of courses, prescribed as follows:

A. *Five* of the following *six*:

- MBA 501 Managerial Accounting
- MBA 510 Quantitative Methods for Business Decisions *OR*
- MBA 511 Application of Management Science in Business
- MBA 520 Financial Policies of Enterprise
- MBA 530 Marketing Management
- MBA 540 Managerial Economics
- MBA 560 Operations Management

Note that either MBA 510 or MBA 511 may be selected for the Core Course in the quantitative area. MBA 510 should be selected by those whose quantitative background includes only statistics. MBA 511 should be selected by those whose quantitative background includes, in addition to statistics, some calculus—differentiation and integration. Students should consult with their advisors to determine the appropriate quantitative course for them. Also, students with a heavy background in Accounting (normally a major or very strong minor in the undergraduate program) may be permitted to use an MBA Accounting elective course in lieu of MBA 501 to satisfy the Core requirement in that area.

B. *One* of the following *two*:

- MBA 550 Government and Business
- MBA 570 Business and Society

C. Required: MBA 590 Business Policies and Administrative Management

This course may be taken only after the student has completed twenty-one hours of graduate courses, exclusive of Pre-requisite Surveys. This course assumes the completion of most of the Core Course requirements.

*Group III. Elective Courses*

Three elective courses are required. The student may choose electives from among all other MBA courses. He may also use extra core courses as electives. For example, the student may take both MBA 550 and MBA 570 and count one as an elective. There are courses in the School of Business Administration that may be taken for either undergraduate or graduate credit which are available as electives. These courses normally are specialized courses that serve to expand the choice of electives, particularly for those wishing to develop concentration in a particular area. With the permission of the Director of the MBA Program, students may select electives from other Colleges and Schools of the University.

Students are encouraged to select courses outside the School of Business Administration when such is appropriate to their career plans.

*Course Sequence*

The student should note the following requirements regarding sequence:

Pre-requisite Survey courses must be completed before proceeding to Core and

Elective courses, with the exception of combining Core courses with a last remaining Pre-requisite Survey course as explained above.

MBA 501—Managerial Accounting should be taken before MBA 520—Financial Enterprise.

MBA 510—Quantitative Methods for Business Decisions *or* MBA 511—Application of Management Science in Business should be taken before MBA 540—Managerial Economics. This sequence requirement may be waived where the student's undergraduate quantitative background is strong.

MBA 590—Business Policies and Administrative Management may be taken only after the completion of twenty-one hours of Core and Elective Courses. The twenty-one hours should include at least twelve hours of the courses under Group II-A.

These are the only sequence requirements. The student thus has considerable flexibility in the order in which courses are taken.

## COMPREHENSIVE EXAMINATION

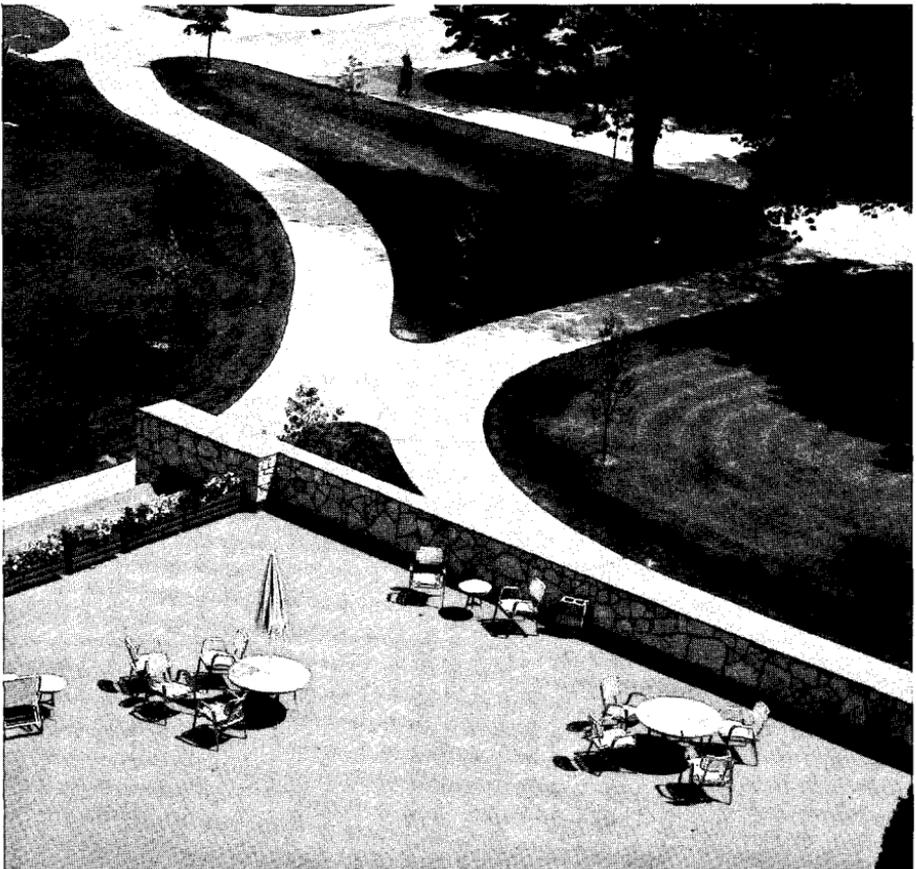
Successful completion of a comprehensive examination is required for graduation. The examination covers basically the Core Course areas. At the time of the publication of this catalog, the required areas on the comprehensive examination include the following: Managerial Accounting, Managerial Economics, Finance, Marketing Management and Management. In each area, the scope of the examination corresponds generally with the content of the Core Courses.

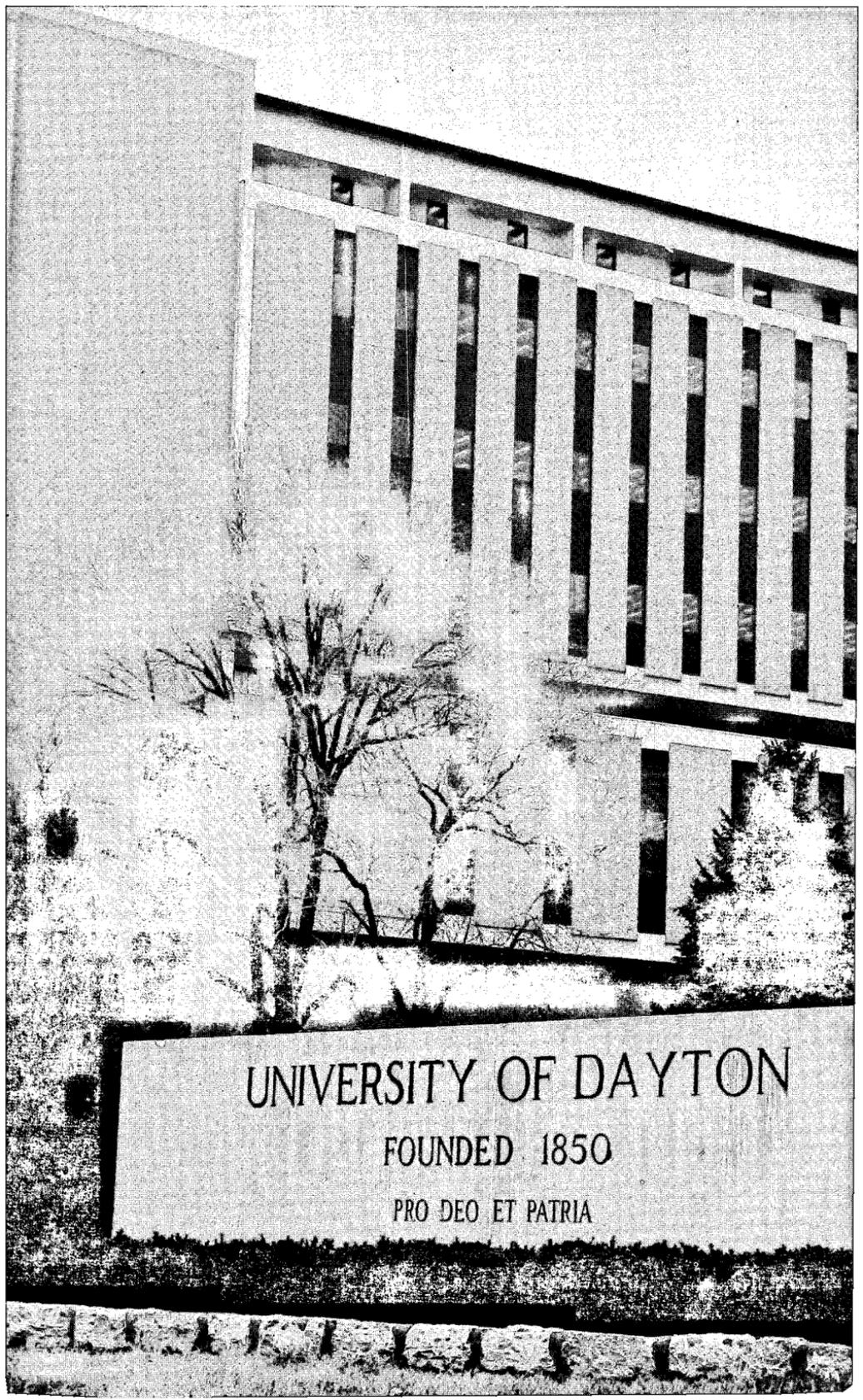
The comprehensive examination is given once during each of the three regular terms. The comprehensive is normally taken during the student's last term of course work. The student may, however, take the comprehensive during the term following his last term of course work.

To be eligible to take the comprehensive examination during a particular term, the student must have at least a 3.00 grade average for all graduate courses, including Pre-requisite Survey Courses where required, completed up to the term in which the examination is taken. For example, if the student contemplates taking the exam during the fall term, his cumulative grade average must be at least a 3.00 before the beginning of that term. The student must be completing all his course work during the term in which he plans to take the exam (unless he chooses to take the exam in the term after completion of course work). If the student's grade average is 3.00 or above, BUT BELOW A 3.20, for all work completed by the term preceding the exam term, he may take the comprehensive PROVIDED he is carrying not more than one three-hour course to complete his course requirements. If a student is carrying six hours or more during his final term of course work, he may take the exam during that term PROVIDED he has a 3.20 average or above for all course work completed by the term preceding.

## INDIVIDUAL RESEARCH

The MBA program does not require a thesis. Students who have an interest in doing the kind of intensive research and investigation usually involved in a thesis should note the course, MBA 595—Individual Research. This course may be taken for one to six hours. The course may be repeated in taking the maximum six hours. For example, the student may do one project for three hours credit and a second project on a different topic for another three hours credit. In all cases, the student contemplating taking MBA 595 must have his project approved by the Course Coordinator indicated by the schedule for each term. The Director of the MBA Program normally serves as Course Coordinator for MBA 595. Approval is obtained by first completing a project proposal form available in the MBA office or from MBA faculty members and arranging for a meeting with the course coordinator to discuss the proposed project. Approval for the MBA 595 project must be obtained before registering for the course. It is advisable for the student to obtain approval sometime during the term preceding the term in which he plans to register for the course.





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