

# VII School of Business Administration

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The University recognizes that a society characterized by heavy industrialization and organized activity requires increasing numbers of skilled managers and administrators. It also recognizes that the increased complexities of enterprise and organization demand of managers and administrators more exacting mastery of the business disciplines.

The Master of Business Administration program is predicated on the view that managing is a professional activity demanding a combination of conceptual, behavioral, and technical skills (technical referring to the particular methods and processes of accounting, marketing, operations systems, decisions methods, etc.). The base for developing these skills is mastery of the essentials of certain related disciplines. At the same time, professionalism in management must not ignore entrepreneurship and creative leadership. These require the ability to integrate, to synthesize, and to apply balanced judgment.

While specialization is valued and made available in the MBA program, the emphasis is on solid grounding in several fundamental disciplines. "Core courses," required of all students, provide a grasp of and insight into each segment of the "total system." The interrelationships are emphasized in each core course as well as in certain courses which are designed specifically to facilitate integration.

The basic objective of the MBA program is to enable the student to develop, integrate, and apply the following conceptual, behavioral, and technical skills necessary for effective and creative management:

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 the bachelor's degree from accredited colleges or universities. The degree may be in business administration or any other field. Those whose degrees are in fields other than business administration

normally find it necessary to take graduate survey courses in accounting, economics, statistics, management, and marketing in addition to the regular 30 semester 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 Master of Business Administration program should demonstrate a readiness for graduate study, personal integrity, and aptitude for successful managerial performance. The following are carefully evaluated:

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

All applicants are required to take the Graduate Management Admission Test (GMAT). The results must be submitted along with application and transcripts, before the beginning of course work. Applications for the test are available from the Office for Graduate Studies and the School of Business Administration and must be completed and forwarded to the Educational Testing Service, Princeton, New Jersey, thirty days before the examination date.

## TRANSFER OF CREDITS

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

## JOINT DEGREE PROGRAM

In cooperation with the School of Law, the School of Business Administration offers a joint program leading to the simultaneous conferment of the Juris Doctor and the Master of Business Administration. See Chapter V; see also Chapter X, and consult the directors of both programs.

## PROGRAM OF STUDIES

### Course Work

MBA courses are grouped under three categories: Group I — prerequisite 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. Students with the undergraduate degree in business adminis-

tration normally have met all the prerequisites and may proceed immediately with Group II and III — core and elective courses.

Thirty semester hours of core and elective courses are required for the MBA degree. Where prerequisite 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-semester-hour courses, with the exception of one elective, MBA 595 — Individual Research, which may vary from one to six semester hours. All graduate courses, exclusive of prerequisite surveys, must be completed within five calendar years.

*Group I. Prerequisite 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

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

Whenever prerequisite 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 prerequisite survey. For example, if the student has only the graduate survey in accounting to take, and he wishes to carry a six-semester-hour load, he may take one of the core courses (except the accounting core course, 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 plan entails 21 semester hours of courses, prescribed as follows:

A. Five of the following six courses:

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

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. 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 courses:*

MBA 550 Government and Business

MBA 570 Business and Society

C. MBA 590 Business Policies and Administrative Management

This course may be taken only after the student has completed 21 semester hours of graduate courses exclusive of prerequisite 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 from among all other MBA courses or may take extra core courses as electives. For example, he may take both MBA 550 and MBA 570 and count one as an elective. In addition to the MBA courses described in this chapter, the School of Business Administration offers a number of courses that can carry either graduate or undergraduate credit. These amplify the range of electives in management, marketing, finance, accounting, economics, and quantitative analysis. Consult with the director of the MBA program. With the permission of the director of the MBA program, students may elect courses from the college and other schools of the University when these are appropriate to their career plans.

The student should note carefully these requirements regarding sequence: Prerequisite survey courses must be completed before proceeding to core and elective courses, with the exception of combining core courses with a last remaining prerequisite 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 21 semester hours of core and elective courses. The 21 semester hours should include at least 12 semester 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. 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. It is normally taken during the student's last term of course work. The student may, however, take it during the term following his last term of course work.

### 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 MBA 595, Individual Research. This course may be taken for one to six semester hours. The course may be repeated in taking the maximum six semester hours. For example, the student may do one project for three semester hours credit and a second project on another topic for another three semester hours credit. In all cases, the student contemplating taking MBA 595 must have the 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 during the term preceding that in which he plans to register for the course.

### COURSES OF INSTRUCTION

**MBA 500A. GRADUATE SURVEY IN ECONOMICS:** Basic economics principles and their application. Consumer behavior, production theory, and the interaction of buyers and sellers in various kinds of markets; national income, monetary policy, fiscal policy, and the economic role of the government in the United States. *3 sem. hrs.*

**MBA 500B. GRADUATE SURVEY IN ACCOUNTING:** The basic principles and concepts of accounting and of financial statements, with emphasis on understanding accounting terminology and the reasons for accounting conventions and practices; introduction to management uses of accounting data and reports. *3 sem. hrs.*

**MBA 500C. GRADUATE SURVEY IN MARKETING:** Development of a framework within which the marketing process can be critically examined, including analysis of the societal and legal constraints on the marketing process. Introduction to a variety of concepts associated with the macro character of marketing including consumption systems, distribution systems, promotional activities, product development, and pricing. *3 sem. hrs.*

**MBA 500D. GRADUATE SURVEY IN MANAGEMENT:** Interrelationship of various management functions; planning, organizing, directing, staffing, and controlling; principles of general and production management and management of international operations. Introduction to the various schools of management (scientific, classical, and behavioral), classical and modern organizational theories, and the elements of decision making. 3 sem. hrs.

**MBA 500E. GRADUATE SURVEY IN STATISTICS:** Applied statistics. Measures of central tendency and dispersion, frequency distributions, probability, sampling, hypothesis testing, and simple correlation; introduction to regression analysis. 3 sem. hrs.

**MBA 501. MANAGERIAL ACCOUNTING:** Practical emphasis on the accountant's role in business measurement techniques, communication, prediction, and decision making based on accounting information. 3 sem. hrs.

**MBA 503. INFORMATION SYSTEMS:** Latest concepts, methods, and developments in information systems emphasizing the implementation of office automation; the business survey, selection of methods, designing the system, and preparing the report; the problems of communication with technical staff specialists. Prerequisite: MBA 501. 3 sem. hrs.

**MBA 504. TAX FACTORS IN BUSINESS DECISIONS:** An organized review of the provisions of the Federal Income Tax Code and tax laws on business decisions, including selection of the legal form of the business entity, corporate reorganization, acquisitions, mergers, employee compensation and benefits, alternative methods of capital gains and ordinary income, and interactions of income, estate, and gift taxes. Prerequisite: MBA 501. 3 sem. hrs.

**MBA 505. CONTEMPORARY ACCOUNTING ISSUES:** Seminar covering important or controversial issues for the student who has a strong accounting background. The business and financial situations which underlie accounting problems and controversies; alternative accounting techniques which are accepted or proposed; the consequences of various accounting practices. 3 sem. hrs.

**MBA 510. QUANTITATIVE METHODS OF BUSINESS DECISIONS:** Development and application of quantitative models such as linear programming, Markov, queuing, inventory in the field of management, marketing and production, and finance. Prerequisite: MBA 500E or equivalent. 3 sem. hrs.

**MBA 511. APPLICATION OF MANAGEMENT SCIENCE IN BUSINESS:** Integrated application of quantitative and qualitative concepts and models of management science such as decision theory, linear programming, Pert, and queuing theory to business decision making in capital budgeting, quality control, systems and subsystems, and related areas. Prerequisite: MBA 510 or permission of instructor. 3 sem. hrs.

**MBA 520. FINANCIAL POLICIES OF ENTERPRISES:** Study of finance with emphasis on the financial policies and problems of business, especially within the corporation. Consideration to institutions and other investors as supplying funds for enterprise. Prerequisite: MBA 501. 3 sem. hrs.

**MBA 521. PROBLEMS OF FINANCE:** Application of principles of finance to selected problems. Topics vary; e.g., the emphasis may be on investments, financial institutions, or financing expansion. May be taken more than once when topics change. Prerequisite: MBA 520. 3 sem. hrs.

**MBA 530. MARKETING MANAGEMENT:** Examination of concepts, theories, facts, and analytical procedures associated with marketing management. Market analysis: consumer behavior, competitor analysis, marketing information systems, marketing research, and demand forecasting; marketing strategy: product, distribution, promotion, and pricing decisions. 3 sem. hrs.

**MBA 533. SEMINAR IN MARKET ANALYSIS:** For the decision maker who wants to be aware of available market analysis procedures and forecasting techniques. Topics include how to perform a market analysis; how to obtain the information necessary for the market analysis; the major forecasting techniques and their applications to typical management decisions. Prerequisite: MBA 530. *3 sem. hrs.*

**MBA 534. SEMINAR IN MARKETING STRATEGY:** Formulating and implementing marketing strategy. The problem of deciding what kind of business to be in and of translating the decision into marketing plans and program for action. An analytic approach to strategic marketing decisions applied to practical examples of problems that firms now face and will face given current trends. Prerequisite: MBA 530. *3 sem. hrs.*

**MBA 540. MANAGERIAL ECONOMICS:** Examination of the scope and method of managerial methods in demand analysis, forecasting demand, short-run cost analysis; long-run costs and production functions; pricing, selected topics in pricing; risk and uncertainty. Analysis of macroeconomic trends and their impact on the firm. Prerequisites: MBA 500 A or equivalent and MBA 510 or 511. *3 sem. hrs.*

**MBA 541. LABOR RELATIONS AND LABOR ECONOMICS:** Collective bargaining, wage determination, structure and operation of labor markets, direction of the labor movement, theories of industrial peace and conflict; current problems and trends in labor relations. *3 sem. hrs.*

**MBA 545. NATIONAL ECONOMIC POLICY AND FORECASTING:** The general economic environment in which a business firm operates. The movement and interrelationships of economic aggregates such as employment, prices, income, and the money supply. Contemporary policy issues that affect the business community: stagflation, cost-push inflation, monetary vs. fiscal policy, wage and price controls and structural unemployment. Prerequisites: Principles of Economics or MBA 500A. *3 sem. hrs.*

**MBA 550. GOVERNMENT AND BUSINESS:** Analysis of the economic aspects and consequences of government regulations over social and business activities; a study of government and business relations. *3 sem. hrs.*

**MBA 560. OPERATIONS MANAGEMENT:** Analysis of the principles of organization and management; theory of organization and principles of planning, directing and controlling product development, plant layout and location, equipment, inventory, and production standards. *3 sem. hrs.*

**MBA 570. BUSINESS AND SOCIETY:** Business as a private and quasi-public institution between community and society with definite functions of its own as well as those which foster the dignity of man and the interests of the common good. *3 sem. hrs.*

**MBA 580. ORGANIZATION THEORY:** Analysis of the parts of an organization and the processes which connect and integrate them into a functioning entity in pursuit of maximum growth, stability, and ultimately survival. Emphasis on modern organization theory. Extensive reading, exploratory research, and seminar discussion. *3 sem. hrs.*

**MBA 584. MULTI-NATIONAL BUSINESS POLICY:** Changes in the structure, organization, and policies of multi-national business firms and international trade in general. Their implications relative to the composition of exports, international marketing processes, terms of trade, and determinants of payments and exchange-rate movements. *3 sem. hrs.*

**MBA 585. ORGANIZATIONAL SYSTEMS:** The application of systems theory to the operation of governmental, business, and educational organizations. Conventional theories related to the systems approach to an understanding of organizations. *3 sem. hrs.*

**MBA 586. INTERPERSONAL DYNAMICS IN ORGANIZATIONS:** The nature, various types, formation, and characteristics of groups; the interaction within an organization — communication networks, division of labor, hierarchy, and their influence on communication; organizational factors (e.g. structure and goals) that influence interpersonal and superior-subordinate relationships; the behavioral implications of decision making at various levels of organization. Lectures, outside reading, research, cases, and simulation exercises.

*3 sem. hrs.*

**MBA 587. ORGANIZATIONAL BEHAVIOR:** Individual behavior and interrelationships in the organizational setting and management's practices to promote organizational effectiveness. Basic psychological concepts such as perception, motivation, leadership, and organizational climate; the application of various organizational development techniques for individual growth and the accomplishment of the organizational goal. Lectures, reading, cases, consulting techniques, problem-solving sessions through simulation methods, and guest speakers.

*3 sem. hrs.*

**MBA 588. SEMINAR IN CURRENT ORGANIZATIONAL BEHAVIOR TOPICS:** Reading, analysis, and interpretation of research studies as applied to management. Problem areas such as interpersonal conflict resolution, resistance to change, managerial development, organizational growth, effects of size and technology, emergence of new control systems. Role playing, small group exercises, sensitivity training, attitudinal opinion survey, and simulations.

*3 sem. hrs.*

**MBA 589. PLANNING FOR PURPOSEFUL ORGANIZATIONS:** The design and use of formal systems for comprehensive long-range planning and in large organizations — both profit and nonprofit. Focus is not on the substance of management's decisions but on the decision-making process and the design of a formal planning system for improving that process.

*3 sem. hrs.*

**MBA 590. BUSINESS POLICIES AND ADMINISTRATIVE MANAGEMENT:** The correlation of theory and practice in the development of business policies. Emphasis on the problems of executive management, decision making, and administrative action. Required of all students.

*3 sem. hrs.*

**MBA 595. INDIVIDUAL RESEARCH:** Individual research and study in subjects encompassed by the MBA curriculum under the guidance and direction of faculty. Meetings arranged for presentation and discussion of individual research projects.

*1-6 sem. hrs.*