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# VIII SCHOOL OF BUSINESS ADMINISTRATION

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## THE MBA PROGRAM\*

### PROGRAM OBJECTIVE

The objective of the M.B.A. program is: to develop creative and effective managers by providing the student with administrative, behavioral, and technical knowledge and skills.

The student is expected to attain:

- A. Leadership and managerial ability
- B. Decision making capability
- C. Technical mastery of functional disciplines
- D. An understanding of organization and human relationships
- E. An understanding of the external business environment, government and society.

The M.B.A. degree is broadly-based, designed to develop creative and effective managers who plan to pursue courses in both private and public-sector organizations. Management is considered a professional activity, requiring a combination of administrative, behavioral, and technical skills. These skills are developed through course work in the functional disciplines of Accounting, quantitative techniques, Finance, Economics, Marketing, Management, and human behavior. Later courses are designed to facilitate the integration and synthesis of functional knowledge. Emphasis throughout the program is on the development of managerial and decision-making abilities.

### PROGRAM REQUIREMENTS

The M.B.A. Program is a thirty-three semester credit hour program for the student with an undergraduate background in Business. For the student with a non-Business background, or who lacks course work in key areas of undergraduate business study, prerequisite courses are required.

Thirty semester hours (ten courses) are prescribed for all students. Additional depth in a selected subject area may be achieved by taking an elective course for the required program total of eleven courses.

An additional option available is the opportunity to pursue up to three hours of independent research. There is no thesis or comprehensive examination at the end of the program.

**\*NOTE:** *The program described herein is effective in the first summer session, 1984. Principal changes from the former program are:*

1. *Addition of a Survey course "Graduate Survey in Quantitative and Computer Methods" (MBA 500G) as a requirement for those students who have not had this material as undergraduates. This course varies in credit hours from 1-3 depending on the undergraduate background.*
2. *Additional emphasis to the topics of organization theory, behavior, and interpersonal communications in the "Graduate Survey in Management and Organization" course, MBA 500D.*
3. *Addition of the course "Management Information and Control Systems" MBA 563 as a requirement for all students.*
4. *Additional emphasis on the legal environment of business within MBA 571 (formerly MBA 570) and a change in title to "Organizations and Their Environments." MBA 550 "Government and Business" is dropped. The alternative MBA 571 is now required.*

## GRADUATE ASSISTANTSHIPS

A limited number of graduate assistantships are available each year within the School of Business Administration. They are normally assigned to a department to assist in administration or research. Assistants are part-time University employees in the sense that work assignments are given, hours of work maintained with an employer/employee relationship existing. Assistants contribute half-time services of 20 hours per week. Stipends are provided along with the complete remission of tuition and fees plus other benefits available to University employees. Application forms are available in the M.B.A. office and may be submitted at any time.

## ADMISSION

The applicant for admission is expected to hold a Bachelor's degree from an accredited college or university. 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. Students with a Bachelor's degree in Business normally will have satisfied survey course requirements. In either case, any such requirements are determined on the basis of the adequacy of course work in seven particular areas of the undergraduate program.

Applicants must demonstrate a readiness for graduate study, personal integrity, and aptitude for successful managerial performance. The following indicators of high

promise for success in graduate study are used in evaluating the applicant for admission:

1. Undergraduate and other collegiate records as indicated by official transcripts from all universities and colleges attended.
2. Results of the Graduate Management Admission Test (GMAT).

The initial step in the admissions process is to submit a program application form to the M.B.A. office. Letters of recommendation are not required. At the same time, the Registrar of all colleges or universities previously attended, excluding UD, should be requested to forward an official transcript of prior academic work to the M.B.A. office.

The GMAT is required of all applicants prior to initial program enrollment (one-term exceptions to this policy may be granted by the M.B.A. Director based on petition by the applicant). Scheduled test dates and application forms are available from the M.B.A. office. Forms are to be completed and forwarded to the Educational Testing Service, Princeton, New Jersey, at least thirty days prior to the examination date. The GMAT is given four times/year at Universities throughout the country with results made available directly to the M.B.A. program by the testing service.

Admission decisions are based on the record of prior academic work and GMAT results. The decision concerning application is provided after receipt of the application, transcripts, and GMAT results. The latter becomes available approximately one month after the test is taken. If, for example, the GMAT is taken in October, the admission decision will be provided to the student by December 1, providing sufficient time to register for the January term.

## PROGRAM OF STUDY

There are three classifications of courses in the M.B.A. Program:

**Group I** — Survey Courses

**Group II** — Core Courses

**Group III** — Elective Courses

Before taking core and elective courses, the student is expected to have acquired a basic knowledge in seven business areas: accounting, economics, finance, marketing, management, statistics, and quantitative techniques to include computer use. Students with an undergraduate degree in Business Administration normally have met the survey requirements and proceed with Groups II and III, core and elective courses.

Thirty-three semester hours of core and elective courses are required for the M.B.A. degree. Where the survey courses are required because of an undergraduate deficiency in one or more of the seven areas specified below, the total number of hours required will be accordingly greater. All M.B.A. courses are three semester-hour courses with the exception of MBA 500G and MBA 595 "Individual Research." The former may vary from 1-3 semester hours, and the latter from one to three. All courses, exclusive of the surveys, must be completed within five calendar years of enrollment in the first course.

**Group I. Survey Courses:** any student having and undergraduate course deficiency (i.e. lacking course work in any one or more of the seven areas — economics, accounting, marketing, management, statistics, finance or quantitative techniques to include computer use) is required to make up that deficiency. This is generally done by taking the appropriate course(s) from the following graduate survey courses:

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 and Organization
MBA 500-E	Graduate Survey in Statistics
MBA 500-F	Graduate Survey in Finance
MBA 500-G	Graduate Survey in Quantitative and Computer Methods

In some cases the deficiency can be eliminated by passing a proficiency test in the area(s) to waive the requirement. The proficiency is normally undertaken when the student has had some course work in the area or areas related to the survey course but not sufficient work to warrant its acceptance as fulfilling the Group I requirement.

Whenever 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 the last required survey is being completed. For example, if the student has only the Graduate Survey in Accounting to take, and wishes to carry a six-semester-hour load, one of the core courses (except the accounting core course, MBA 501) may be taken simultaneously with the last remaining survey course.

**Group II. Core Courses:** the Core portion of the program consists of 33 semester hours (11 courses) which includes an elective.

A. The following ten courses are required:

MBA 501	Managerial Accounting
MBA 510	Quantitative Methods
MBA 520	Managerial Finance
MBA 530	Marketing Management
MBA 540	Managerial Economics
MBA 560	Operations Management
MBA 563	Management Information and Control Systems
MBA 571	Organizations and Their Environments
MBA 587	Organizational Behavior
MBA 590	Business Policies

Students with a strong academic background in a core area, normally a major or very strong minor in the undergraduate program, may be permitted, upon request to the M.B.A. office, to use an M.B.A. elective course in lieu of the core course. For example, students with an undergraduate accounting major or a CPA should request that an additional elective be substituted for Managerial Accounting.

**Group III. Elective Courses:** an elective course is required. It may be selected to obtain more program breadth, or depth in a particular functional area. The student may choose the elective from among the other M.B.A. courses described on the following pages. In addition to the courses described, and with permission, students may elect courses from the College and other Schools of the University when these are appropriate to their education plans.

For example, a student could achieve program breadth in Corporate Public Affairs by scheduling an appropriate elective from course offerings within the Department of Political Science. Or, the student may wish to develop a more thorough understanding of computers by using an elective from the Department of Computer Science.

**Sequence of Courses:** The student should note carefully the requirements regarding course sequence: Survey courses must be completed before proceeding to core and elective courses, with the exception of combining core courses with a last remaining survey course as explained above. Also note the following:

MBA 500B, Survey in Accounting, is a prerequisite to MBA 500F, Survey in Finance.  
MBA 500G, Survey in Quantitative and Computer Methods is a prerequisite to MBA 500E, Survey in Statistics.

MBA 501 is a prerequisite to MBA 520, Managerial Finance.

MBA 510 is a prerequisite to MBA 560, Operations Management.

MBA 520 is a prerequisite to MBA 521, Problems of Finance.

MBA 501 or MBA 520 or permission of the instructor are prerequisites to MBA 525, Investments and Financial Markets.

MBA 530 is a prerequisite to MBA 535 or MBA 536.

MBA 560, Operations Management is a prerequisite to MBA 563, Management Information and Control Systems.

MBA 586 or MBA 587 are prerequisites to MBA 588, Seminar in Current Organizational Behavior Topics.

MBA 590, Business Policies and Administrative Management, may be taken only after the completion of 21 semester hours of core and elective courses.

## ACADEMIC STANDING

The student is expected to maintain a “B” or 3.0 GPA throughout the M.B.A. course work, to include the survey courses. More than two “C” grades which are not off-set by “A” grades provide a basis for academic evaluation and possible program suspension. To qualify for graduation, the student must have a 3.0 average (B) in all work undertaken toward the degree.

## Individual Research

The M.B.A. program does not require a thesis. Students who have an interest in doing the kind of intensive research and investigation involved in a thesis should note MBA 595, Individual Research. This course may be taken for one to three semester

hours. It may be repeated if taking the maximum three semester hours. For example, the student may do one project for one semester hours credit and a second project on another topic for another two semester hours credit. Normally, however, more than three hours of such research is not scheduled. In all cases, the student considering taking MBA 595 must have the project approved by a faculty advisor and the M.B.A. Program Director. Approval is obtained by completing a project proposal form available in the M.B.A. office and arranging for a meeting with the assigned program advisor 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 preceeding that in which he or she plans to register. Individual research may be undertaken only after completion of fifteen hours of the core course requirements.

### **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 M.B.A. 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. if such course work was completed more than five years prior to the anticipated date of graduation.

To transfer credit, a letter of request must be initiated by the student and sent to the M.B.A. office. Official transcripts of the work must accompany the letter. The request should be initiated during the first term of enrollment. The course work must be of "B" grade quality or better. Quality points are not transferred.

### **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 AND ORGANIZATION:** An introduction to the schools of management is provided. The traditional functions of management (planning, organizing, directing, and controlling) are covered. Course emphasis is placed on organization theory, organization behavior and interpersonal communication.

**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. Prerequisite: 500G. *3 sem. hrs.*

**MBA 500F. GRADUATE SURVEY IN FINANCE:** An overview of finance to include the Math of finance, working capital management, capital budgeting, the cost of capital, a description of capital markets, the principles of investment, and the role of financial institutions. Prerequisite: MBA 500B or equivalent. *3 sem. hrs.*

**MBA 500G. GRADUATE SURVEY IN QUANTITATIVE AND COMPUTER METHODS:** This course provides an overview of the roles of mathematical methods and computer systems in production and service organizations. Computer system concepts include hardware software, business applications, the BASIC language, management information systems, and locally available computerized support. The mathematical theories of simultaneous equations, matrices, differential calculus, and integral calculus with applications to the management of production systems are included. *1-3 sem. hrs.*

**MBA 501. MANAGERIAL ACCOUNTING:** Basic coverage of managerial accounting practices and techniques and of the concepts, principles, and practices for external reporting of financial data from the user's point of view. Prerequisite: 500B or equivalent. *3 sem. hrs.*

**MBA 504. TAX FACTORS IN BUSINESS DECISION:** 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. Prerequisite: MBA 501. *3 sem. hrs.*

**MBA 510. QUANTITATIVE METHODS OF BUSINESS DECISIONS:** Development of quantitative models applicable in organizational decision making. These models include classical optimization, linear programming, integer programming, decision theory, simulation, queuing theory, dynamic programming, Markov processes, and advanced topics in statistics. Includes computer applications. Prerequisite: MBA 500E or equivalent and MBA 500G or equivalent. *3 sem. hrs.*

**MBA 520. MANAGERIAL FINANCE:** Study of the theories, practices, instruments and markets relevant to financial management of business organizations. Emphasis is on analysis and decision-making with regard to the acquisition, employment and financing of business assets consistent with organizational objectives. Prerequisite: MBA 500F or equivalent, and MBA 501. *3 sem. hrs.*

**MBA 521. PROBLEMS IN MANAGERIAL FINANCE:** In-depth application of financial principles to selected areas. Topics vary. Emphasis may be on working capital management; capital budgeting; cost of capital; the capital asset pricing model; international finance; ratio analysis; or others. Prerequisites: MBA 520. *3 sem. hrs.*

**MBA 525. INVESTMENTS AND FINANCIAL MARKETS:** A study of investment principles and techniques used by both individual and institutional investors. Topics include bond and stock markets, security valuation methods, portfolio theory and management, and investment institutions. Prerequisite: MBA 501 or MBA 520 or instructor's permission. 3 sem. hrs.

**MBA 526. INTERNATIONAL FINANCIAL MANAGEMENT:** Integrates the international monetary environment with the multinational business firm and its operations. The course covers the analysis of balance of international payments and exchange rate determination. Specific international financial management topics include export-import financing, foreign direct investment, foreign exchange risk management, financial controls, and international capital budgeting. 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. Prerequisite: 500C or equivalent. 3 sem. hrs.

**MBA 535. RESEARCH FOR MARKETING DECISIONS:** Integrative overview of the functional areas of research design, data collection, data analysis, and interpretation of findings, within the context of decision making for Marketing. Prerequisite: MBA 530. 3 sem. hrs.

**MBA 536. SEMINAR IN INTERNATIONAL MARKET ANALYSIS:** Integration of concepts, theories, and analytical procedures associated with market analysis to international markets. Topics include international trade concepts, analysis of export potential, analysis of the world marketing environment and international marketing management. Prerequisite: MBA 530. 3 sem. hrs.

**MBA 537. LOGISTICS MANAGEMENT:** Examination of logistics systems using integrated management of transportation, warehousing, materials handling, packaging, inventory control, order processing, and facility location. Examples include industrial, commercial, and service organizations with various channel arrangements. Prerequisites: MBA 500E and 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 macro-economic trends and their impact on the firm. Prerequisite: MBA 500A or equivalent. 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. Prerequisite: 500A or equivalent. 3 sem. hrs.

**MBA 545. NATIONAL ECONOMIC POLICY AND FORECASTING:** A study of economic aggregates including employment, prices, and income. Contemporary policy issues such as stagflation, wage and price controls, structural unemployment. Methods of forecasting economic aggregates. Prerequisite: MBA 500A or equivalent. 3 sem. hrs.

**MBA 550. GOVERNMENT AND BUSINESS:** Analysis of government regulations and their impact on business. An examination of how business organizations, when producing goods and services, operate within the financial, legal, and social constraints resulting from governmental activity. Prerequisite: 500D or equivalent. *3 sem. hrs.*

**MBA 560. OPERATIONS MANAGEMENT:** An analysis of the management task of allocating the resources of plant equipment, time, and personnel skills in directing and controlling an operation. Topics include plant location, layout, inventory management, scheduling, quality control, waiting line analysis, production standards, and others. The subject is approached by viewing an operation that combines these factors and elements into a system. Includes computer applications. Prerequisite: MBA 510. *3 sem. hrs.*

**MBA 563. MANAGEMENT INFORMATION AND CONTROL SYSTEMS (MICS):** Developing an understanding of the principles and techniques for designing and using MICS systems. The collection, analysis, and use of computer-based management information system is integral to the course. Computer and data base use is covered. Prerequisite: MBA 560. *3 sem. hrs.*

**MBA 571. ORGANIZATIONS AND THEIR ENVIRONMENTS:** A study of the social, cultural, political, and legal environments of organizations both profit and non-profit and of their impact on management at all levels. Emphasis is given to resultant problems and their resolution to include ethical considerations in the policy decision process. *3 sem. hrs.*

**MBA 575. SEMINAR IN PERSONNEL AND INDUSTRIAL RELATIONS:** A study of the Personnel and Industrial Relations function. An examination of employment planning and practices to include the legal framework and regulatory guidelines. Readings, exploratory research, experimental exercises, films, and seminar discussions are the primary teaching methods. Prerequisite: 500D or equivalent. *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 is on modern organization theory. Extensive reading, exploratory research, and seminar discussions are integral aspects of the course. Prerequisite: 500D or equivalent. *3 sem. hrs.*

**MBA 583. ADVANCED MANAGEMENT SEMINAR:** An analysis in depth of important areas of management in which theory, research, and the practice have progressed significantly. Topics vary. Examples include organizational development, systems management, executive decision-making, control techniques, and human resource management. Prerequisite: 500D or equivalent. *3 sem. hrs.*

**MBA 584. INTERNATIONAL 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. Prerequisite: 500D or equivalent. *3 sem. hrs.*

**MBA 585. ORGANIZATIONAL SYSTEMS:** Focuses on the fundamentals of the dynamic processes that characterize systems. Emphasis is on the structure, processes, and behavior of business, governmental, educational, military, and other kinds of organization. Case studies are used and group reports presented. Prerequisite: 500D or equivalent. *3 sem. hrs.*

**MBA 586. INTERPERSONAL DYNAMICS IN ORGANIZATIONS:** The nature, types, formation, and characteristics of groups that interact within an organization. Communication networks and organizational factors that influence interpersonal relationships and conflicts are discussed in depth. Lectures, outside reading, research, cases, and group exercises. Prerequisite: 500D or equivalent. *3 sem. hrs.*

**MBA 587. ORGANIZATIONAL BEHAVIOR:** Individual behavior and interrelationships in an organization and management practices to promote organizational effectiveness. Basic psychological concepts such as motivation, leadership, and the application of techniques for individual and organization growth. Lectures, reading, cases, and problem-solving through group exercises. Prerequisite: 500D or equivalent. *3 sem. hrs.*

**MBA 588. SEMINAR IN CURRENT ORGANIZATIONAL BEHAVIOR TOPICS:** Analysis and interpretation of behavioral research studies as applied to management. Coverage of problem areas such as interpersonal conflict resolution, resistance to change, managerial development, organizational growth, effects of technology, emergence of new control systems. Role playing, small group exercises and applications. Prerequisite: 586 or 587. *3 sem. hrs.*

**MBA 589. SEMINAR IN STRATEGIC PLANNING:** The design of formal systems for comprehensive long-range planning in large organizations both profit and nonprofit. Focus is on the decision-making process and the design of a formal planning system for improving that process, and not on the substance of the management decision. Prerequisite: 21 semester hours. *3 sem. hrs.*

**MBA 590. BUSINESS POLICIES AND ADMINISTRATIVE MANAGEMENT:** The integration of theory and practice in the development of business policies. Emphasis is on the problems of executive management, decision-making, and administrative action. Prerequisite: 21 semester hours. *3 sem. hrs.*

**MBA 591. BUSINESS SIMULATION:** An integrative learning experience based on knowledge of the functional business areas and of the business environment. The course uses a computer simulation to examine the effect of students' management decisions over time. Lectures and small groups for decision-making reporting. Prerequisite: 21 semester hours. *3 sem. hrs.*

**MBA 595. INDIVIDUAL RESEARCH:** Individual research in subjects encompassed by the MBA curriculum under the guidance and direction of a faculty member. Research may be undertaken on completion of 15 hours of core courses. *1-3 sem. hrs.*



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