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# VIII SCHOOL OF BUSINESS ADMINISTRATION

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Sam Gould, Dean

Henry H. Stick, Associate Dean and Director, M.B.A. Program

## THE MBA PROGRAM

The MBA Program was established in 1963. It is a broadly based program designed to develop creative and effective managers for private and public sector organizations.

Over 3,500 men and women from a wide range of academic and professional backgrounds have graduated. They have assumed positions of key responsibility within the local area and world-wide. Strong linkages with the community serve to assure program vitality and responsiveness to corporate, governmental, and non-profit organization needs.

The hallmark of the program is the application of academic theory to the practical problems faced by students. By providing an understanding of the functional disciplines such as accounting, finance, quantitative techniques, and human relations followed by the synthesis of this knowledge in policy courses, the program seeks to provide the capabilities needed for career and personal enhancement. Development of analytical competence as well as effective oral and written expression is stressed. Quantitative and qualitative skills receive balanced emphasis.

The student is expected to attain:

- A. Leadership and managerial ability
- B. Decision making capability within an ethical context
- C. Technical mastery of functional disciplines

Commitment by the faculty to the student pursuing these objectives provides the basis for the University's claim to "a tradition of excellence."

## STUDENTS

Students studying for the MBA degree come from a variety of educational and work backgrounds which has served to enrich the program. Approximately 50% have a business undergraduate degree, 20% engineering, with the remainder from a diversity of fields. Large companies, small companies, non-profit groups, and government organizations are represented in the program.

Average age is 29 years which means the student has five or more years of work experience. Only a few students proceed directly from undergraduate to graduate work. Thirty-five percent of the students are women.

Nearly all students are employed full-time, taking one or two courses each semester. This means that the average time to complete the program is two-and-a-half to three years, depending on survey course requirements.

## **ADMISSION REQUIREMENTS**

The applicant for admission to the MBA Program 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.

The initial step in the admissions process is to submit an application form to the MBA office. Letters of recommendation are not required. New students may be admitted into the program until one week before classes begin.

The registrars of all colleges or universities previously attended, excluding UD, should be requested to forward an official transcript of prior academic records to the MBA Office.

Application for the Graduate Management Admission Test (GMAT), which is required of all students, should be submitted directly to the Educational Testing Service, Princeton, New Jersey 08541. The GMAT is given four times/year at universities throughout the country with results made available to the MBA Office by the testing service.

Admission to the program is granted to students showing high promise for success in postgraduate business study. Indicators of high promise for success used in student evaluation are:

1. Undergraduate and other collegiate records as indicated by official transcripts from all universities and colleges attended.
2. Results of the GMAT.

The decision on admissions provided after receipt of the application, transcripts, and GMAT results. The latter become available approximately one month after the test is taken. If, for example, the GMAT is taken in October, the admission decision will be provided by December 1, allowing sufficient time to register for the January term.

Students with an undergraduate grade point average of at least 3.0 (on a 4.0 scale) or with other evidence of high promise for success in post graduate business study, may register under 'unclassified status' for one semester, during which time the student is required to complete the GMAT and submit the score to the MBA Director. Students are not permitted to register under 'unclassified status' for a second term without having taken the GMAT.

## **MBA CURRICULUM**

The MBA Program is a thirty-six 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 breadth or depth in a selected subject area may be achieved by taking two elective courses for the required program total of twelve 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.

## A. 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 basic knowledge in eight 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-six semester hours of core and elective courses are required for the MBA degree. Where the survey courses are required because of an undergraduate deficiency in one or more of the eight areas specified below, the total number of hours required will be accordingly greater. All MBA courses are three semester-hour courses with the exception of MBA 500G, MBA 500I and MBA 595 "Individual Research." These courses vary from 1-3 semester hours. 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 an undergraduate course deficiency (i.e., lacking course work in any one or more of the following areas) is required to make up that deficiency. This is generally done by taking the appropriate course(s) from the graduate survey courses:

MBA 500-A	Graduate Survey in Economics (3.0 sem. hrs.)
MBA 500-B	Graduate Survey in Accounting (3.0 sem. hrs.)
MBA 500-C	Graduate Survey in Marketing (3.0 sem. hrs.)
MBA 500-D	Graduate Survey in Management and Organizational Behavior (3.0 sem. hrs.)
MBA 500-E	Graduate Survey in Statistics (3.0 sem. hrs.)
MBA 500-F	Graduate Survey in Finance (3.0 sem. hrs.)
MBA 500-G	Graduate Survey in Computer Methods (1.0 sem. hrs.)
MBA 500-I	Graduate Survey in Quantitative Methods (2.0 sem. hrs.)

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 survey is being completed. For example, if the student has only the Graduate Survey in Finance to take, and wishes to carry a six-semester-hour load, one of the core courses (except the Finance core course, MBA 520) may be taken simultaneously with the last remaining survey course.

In some cases the deficiency can be eliminated by passing a proficiency test

in the area(s) to waive the requirement(s). 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 course requirement.

Proficiency exams are administered at no cost to the student. They can be scheduled at the student's convenience by calling the MBA Office.

Alternatively, survey requirements may be fulfilled via undergraduate work prior to matriculation into the MBA Program. For example, in Columbus, some students have elected to meet the survey requirements through undergraduate work at Otterbein College, Franklin University, or Ohio State University. For information on appropriate undergraduate courses to waive survey requirements, contact the MBA Office.

**Group II. Core Courses:** The Core portion of the program consists of 36 semester hours (12 courses) which includes two electives.

A. The following ten courses are required:

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

Students with an undergraduate accounting major or a CPA should not schedule the Managerial Accounting course (MBA 501) but should instead complete an additional elective.

**Group III. Elective Courses:** Two elective courses are required. They may be selected to obtain more program breadth or depth in a particular functional area. The student may choose from among the other MBA courses described on the following pages, or with permission, students may elect graduate courses from the College of Arts and Sciences 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.

## B. COURSE SEQUENCE

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 Computer Methods and MBA 500I, Survey in Quantitative Methods are prerequisites to MBA 500E, Survey in Statistic, (MBA 500G may be taken concurrently.)

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 586 or MBA 587 is a prerequisite 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. Exceptions to the above require approval of the MBA Director

## C. INDIVIDUAL RESEARCH

The MBA program does not require a thesis. Students who have an interest in doing the kind of research involved in a thesis should note the course description for MBA 595, Individual Research, which can qualify from one to three semester hours of credit.

The student may do the research project in an area of choice, but it should not consist of work that would normally be done during the course of a regular job. It could, however, be job related.

Before undertaking the project, the student should have a clear idea of objectives and the methodology to be employed. A literature search and development of the bibliography should precede submission of the project for approval.

Approval is obtained by completing a project proposal form available from the MBA Office. The form must be submitted and approved before registering for the course. It is necessary to obtain approval during the term preceding that in which registration is planned. A faculty advisor is assigned to review and approve the proposal and to guide the student in the research effort. The length and detail of the research-based report depend on the subject material and are to be worked out with the advisor. No specified number of pages is required.

Individual Research projects are to be completed within the course of one term. However, during the summer session if a student registers for MBA 595 for the first half of the session, a "P", In Progress, grade may be awarded and the project extended through the second session with faculty approval.

A student may not take MBA 595 until 15 program hours have been completed, including, if applicable the appropriate MBA core course in the field in which research is to be conducted.

It should also be noted that the course requires research, to be distinguished from individual study. There are no provisions in the program for a student to "self-study" a given subject.

## TRANSFER CREDIT

A maximum of six semester hours of appropriate graduate courses earned at another approved graduate school may be applied toward the MBA program

at the University of Dayton. No graduate credit earned at either the University of Dayton or another school may be applied to the MBA program if such course work was completed more than five years prior to the anticipated date of graduation.

In some cases, the credit will have been completed at another university prior to matriculation in the MBA program. To transfer this credit, a letter of request must be initiated by the student and sent to the MBA Office. Official transcripts must accompany the letter. The request should be initiated during the first term of enrollment. If approved, the credit will be transferred upon completion of 9.0 semester hours of U.D. MBA coursework in good academic standing. The course work must be of "B" quality or better. Quality points are not transferred.

In other cases, a student will leave the area before completing the program and will seek to transfer credit back in order to satisfy academic requirements off-campus. In these cases, the student must obtain approval for the proposed work before enrollment. The catalogue descriptions of the intended courses should be submitted to the MBA Office. Consultation with the MBA Office is also recommended. After course approval and completion, official transcripts are required. **A grade of "B" or better must be earned.**

## **TIME LIMITATION**

All course work, exclusive of surveys, must be completed within five calendar years of enrollment in the first core course.

## **ACADEMIC STANDARDS**

A student is expected to maintain a 3.0 average. Grades of all graduate courses, including Graduate Survey courses (500A-I) are included in the cumulative grade point average. A student whose average falls below 3.0 will receive a letter assigning Probationary Academic Status. The probation letter serves as an alert to the student that academic progress is not satisfactory and advises that a more concerted effort is required to achieve satisfactory standing. More than two "C" grades which are not offset by "A" grades provide a basis for academic evaluation and possible program suspension. If an "F" grade is received in a survey or core course, the student must repeat the course and achieve a passing grade. A 3.0 average must be attained and is required for graduation.

## **FINANCIAL ASSISTANCE**

### **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 contribute half-time services of 20 hours per week. Stipends are provided along with 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.

## Dean's Fellowships

Each year a limited number of Dean's Fellowships are available, normally in the amount of \$500. To apply, the student submits a statement of approximately 1000 words emphasizing those factors which would support and merit the award of the fellowship. Criteria for the award include program qualifications, academic records, personal goals and objectives, and financial need. The statement should be submitted by April 1. Awards are made during April for the following fall term.

## OTHER ACADEMIC AWARDS

1. Each semester a "Certificate for Outstanding Academic Achievement" is awarded to those graduating students who have achieved a GPA of 3.8 or higher. The certificates are mailed to the students approximately one month following graduation.
2. The Reverend Raymond A. Roesch, S.M., Award of Excellence for outstanding academic achievement is awarded each April to the student who, during the preceding year of graduation, attained the highest academic record. The award consists of a plaque which is presented to the student plus an engraved plate displayed in the MBA office.
3. The School maintains a chapter of Beta Gamma Sigma, the National Scholastic Honor Society in the field of business and administration. Membership is earned through outstanding academic achievement. The top twenty percent of students awarded the master's degree are eligible. Induction occurs at a banquet in the Spring of each year.

## MBA — COLUMBUS PROGRAM

The MBA program is offered in Columbus, Ohio. Two locations are used, Franklin University and Otterbein College. A full complement of courses is normally scheduled at Franklin University in a given semester with the other half at Otterbein College. Courses are rotated between locations in the next semester, except for courses with heavy computer use which are scheduled only at Franklin. Thus, students can proceed with their degree work at a convenient location without interrupting a desired scheduling sequence. The courses are taught by the regular, full-time, doctorally qualified faculty of the School of Business Administration. The full range of support services to include computers and library holdings is available on site. The academic work leading to the degree is the same as that on the Dayton campus. The degree is awarded at commencement exercises held in Dayton.

## COURSES OF INSTRUCTION

**MBA 500A. GRADUATE SURVEY IN ECONOMICS:** Basic economic 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 financial statements are covered. Special emphasis is placed on understanding accounting terminology, conventions, and practices. *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 of 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 ORGANIZATIONAL BEHAVIOR:** The study of management thought and practice pertaining to individual and group behavior within organizations. Topics include organization theory and design, work design, group dynamics, leadership, motivation, interpersonal communications, and control.

*3 sem. hrs.*

**MBA 500E. GRADUATE SURVEY IN STATISTICS:** Applied statistics. Measures of central tendency and dispersion, frequency distributions, probability, sampling, hypothesis testing, analysis of variance, and simple and multiple regression analysis. Prerequisites: MBA 500G or equivalent and MBA 500I or equivalent.

*3 sem. hrs.*

**MBA 500F. GRADUATE SURVEY IN FINANCE:** An overview of finance to include the analysis of financial statements, valuation concepts, capital budgeting techniques, capital structure analysis, working capital management, and capital marketing financing instruments. Prerequisite: MBA 500B or equivalent.

*3 sem. hrs.*

**MBA 500G. GRADUATE SURVEY IN COMPUTER METHODS:** This course provides an overview of the role of computer systems in modern production and service organizations, the BASIC language, management information systems, and locally available computerized support.

*1 sem. hr.*

**MBA 500I. GRADUATE SURVEY IN QUANTITATIVE METHODS:** This course provides an overview of the role of mathematical methods in modern production and service organizations. The mathematical theories of simultaneous equations, matrices, differential calculus and integral calculus with applications to the management of production systems are included.

*2 sem. hrs.*

**MBA 501. MANAGERIAL ACCOUNTING:** Basic coverage of managerial accounting practices and techniques and of the concepts, principles and practices for internal reporting of financial data. Prerequisite: MBA 500B or equivalent.

*3 sem. hrs.*

**MBA 504. TAX FACTORS IN BUSINESS DECISIONS:** An examination of the provisions of the Federal Income Tax Code and tax laws on business decisions to include selection of the legal form of the business, acquisitions, mergers, employee compensation and benefits, alternative treatments 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 accounting issues. The business and financial environment which underlies these issues, the alternative accounting techniques which are available or proposed, and their consequences are examined. Prerequisite: MBA 501.

*3 sem. hrs.*

**MBA 507. ACCOUNTING PLANNING AND CONTROL SYSTEMS:** A study of the accounting based information systems used by managers. Focuses on the provision for relevant accounting information to decision makers in a world of uncertainty, with cost-benefit considerations. Includes topics relevant to the controllership function. Prerequisite: MBA 501.

*3 sem. hrs.*

**MBA 510. QUANTITATIVE METHODS FOR BUSINESS DECISIONS:** Study of quantitative methods appropriate for decision support in an organizational setting. Cover topics such as linear programming, special and integer programming, decision theory, Markov analysis, queueing theory and simulation. Involves computer use. Prerequisites: MBA 500E or equivalent and MBA 500G or equivalent and MBA 500I 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. Prerequisites: MBA 500F or equivalent and MBA 501. *3 sem. hrs.*

**MBA 521. SPECIAL TOPICS IN MANAGERIAL FINANCE:** In-depth application of financial principles to selected areas. Topics vary. Emphasis may be on working capital management; capital budgeting; the capital asset pricing model; international finance; ratio analysis; or others. Prerequisite: 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: MBA 500C or equivalent. *3 sem. hrs.*

**MBA 535. RESEARCH FOR MARKETING DECISIONS:** Integrated 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 of 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. 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 macro-economic trends and their impact on the firm. Prerequisite: MBA 500A or equivalent, MBA 500E or equivalent, MBA 500G or equivalent and MBA 500I 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: MBA 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: MBA 500D or equivalent. *3 sem. hrs.*

**MBA 560. OPERATIONS MANAGEMENT:** An analysis of the management tasks of allocating the resources of a production or service system: facilities, equipment, time, and personnel. Topics include facility design, classical and modern inventory concepts, scheduling, quality, production standards, and others. Prerequisite: MBA 510. *3 sem. hrs.*

**MBA 563. MANAGEMENT INFORMATION SYSTEMS:** The course covers the basic concepts of general systems theory and computer systems. These concepts are applied to computer-based information systems. The issues involved in the management of information systems are addressed through discussion and analysis of extended MIS cases. Prerequisites: All survey courses or equivalent. *3 sem. hrs.*

**MBA 568. SPECIAL TOPICS IN DECISION SCIENCES:** Advanced and current topics in quantitative business analysis, production/operations management, or management information systems. Topics vary. Examples include statistical quality control, computer integrated manufacturing, decision support systems, and others. Prerequisite: MBA 510, 560, or 563 depending on the topic. *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. Prerequisite: MBA 500D or equivalent. *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: MBA 500D or equivalent. *3 sem. hrs.*

**MBA 580. ORGANIZATION THEORY AND ANALYSIS:** Analysis of the components of an organization and the processes which integrate them into a functioning unit in pursuit of 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: MBA 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: MBA 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: MBA 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: MBA 500D or equivalent. *3 sem. hrs.*

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

**MBA 589. SEMINAR IN STRATEGIC PLANNING:** Study of the Strategic Management processes in theory and practice using text, current literature, cases, and company studies. Class meetings will be primarily group discussion with some lectures by instructor and reports by students. Prerequisite: 21 semester hours of core courses. *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 of core courses. *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 of core courses. *3 sem. hrs.*

**MBA 592. NEW VENTURE MANAGEMENT:** A study of entrepreneurship and the development of opportunities in new or renewed businesses. Focus is on identifying and analyzing business opportunities, locating and obtaining venture capital, development of a business plan, managing growth in the enterprise, and the decision making, risk taking, and leadership styles of entrepreneurs. Prerequisite: 21 semester hours of core courses. *3 sem. hrs.*

**MBA 595. INDIVIDUAL RESEARCH:** Individual research in subjects encompassed by the M.B.A. curriculum under the guidance and direction of a faculty member. Research may be undertaken upon completion of 15 hours of core courses.

*1-3 sem. hrs.*

