
VIII SCHOOL OF BUSINESS ADMINISTRATION

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THE MBA PROGRAM

The MBA Program challenges over 850 full and part-time students to examine current issues in business management and administration. The program emphasizes the application of academic theory so that students develop and enhance a theoretical, practical and ethical framework for making sound business decisions. The course of study offers a broadly based program which investigates the functional disciplines of marketing, accounting, economics, finance, production, and organizations with concentration in selected areas such as Management Information Systems and Manufacturing Management.

The MBA Program is open to full-time and part-time students. MBA students from Columbus, Ohio can take advantage of University of Dayton courses offered in that city at Ohio Dominican College. Full-time students may apply for assistantships at the university and for intern and co-op positions established with Dayton and Columbus area companies.

ADMISSION TO THE PROGRAM

An applicant for admission to the 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 up until four weeks before classes begin, provided that all admission material has been submitted by this date.

The Registrar 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 graduate 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 two indicators are combined into a formula which is 200 times the overall undergraduate GPA plus the GMAT score. The applicant is expected to have a total of 950 points based on the formula. However, the admissions decision is not as mechanical as the foregoing implies. Other factors, such as significant responsibilities or experience, are considered in granting admission to the program.

The decision on admission is 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 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 Office. Students are not permitted to register under 'unclassified status' for a second term without having taken the GMAT.

THE MBA CURRICULUM

The MBA 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.

Twenty-four semester hours (eight courses) are prescribed for all students. Additional breadth or depth in a selected subject area may be achieved by taking three elective courses for the required program total of eleven courses.

An additional option available is the opportunity to pursue up to six hours of independent research as a substitute for one or two of the elective courses.

A. PROGRAM OF STUDIES

There are three classifications of courses in the 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 the nine business areas listed below as survey courses. Students with an undergraduate degree in Business Administration normally have met the survey course requirements and proceed with Groups II and III, core and elective courses.

Note: While it is not listed as a survey course requirement, the student is also expected to have or to acquire a background in business math, to include calculus.

Thirty-three 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 nine areas indicated below, the total number of hours required will be accordingly greater. All MBA courses are three semester-hour courses with the exception of MBA 595 "Individual Research." This course varies from 1-6 semester hours. All courses, exclusive of the surveys, must be completed within five calendar years of enrollment in the first core or elective 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 following survey courses:

- MBA 500A Graduate Survey in Economics
- MBA 500B Graduate Survey in Accounting
- MBA 500C Graduate Survey in Marketing
- MBA 500D Graduate Survey in Management and
Organizational Behavior
- MBA 500E Graduate Survey in Statistics
- MBA 500F Graduate Survey in Finance
- MBA 500H Graduate Survey in Computer Information Systems
- MBA 500J Graduate Survey in Production/Operations Management
- MBA 500L Graduate Survey in Organizations and Their Environment

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.

A course 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(s) related to the survey course but not sufficient work to warrant its acceptance as fulfilling the course requirement, or when the student's course work is dated.

Proficiency exams are administered at no cost to the student. They are 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 33 semester hours (11 courses) which includes three electives.

The following eight courses are required:

- MBA 501 Managerial Accounting
- MBA 510 Applications of Management Science
- MBA 520 Managerial Finance
- MBA 530 Marketing Management
- MBA 540 Managerial Economics
- MBA 563 Management Information Systems
- 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. In addition, students with an undergraduate degree in management information systems should schedule an additional elective in lieu of MBA 563 Management Information Systems.

GROUP III. Elective Courses: Three elective courses are required. They may be selected to obtain program breadth or depth in a particular functional area. The student may choose from among MBA courses described on the following pages, or with permission, students may elect graduate courses from the College or 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.

B. PROGRAM CONCENTRATIONS

Selection of three elective courses in a particular area, along with the core course, results in a program concentration. The area of concentration is noted on the student's transcript. Selection of an area of concentration, if desired, is at the option of the student; however, the MBA office must be advised of the selection to provide for its administration. Examples of concentrations are:

1. Management Information Systems (MIS) concentration. This concentration provides the student with (a) an in-depth understanding of information technology—computers, telecommunications, artificial intelligence, office automation; and, (b) the knowledge and skills needed to become a productive end user and/or an effective information resource manager. The core course MBA 563

must be scheduled prior to pursuing this concentration. Selection may then be made from the following electives to achieve a concentration in MIS:

MBA 508 MBA 562 MBA 565 MBA 567 MBA 569
MBA 561 MBA 564 MBA 566 MBA 568

In this particular area, either MBA 566, MBA 567, or MBA 569 must be taken as one of the three electives.

2. **Manufacturing Management (MFM) concentration.** The MFM concentration develops for the student a firm foundation in the current and evolving principles and techniques employed by a manufacturing company. The concentration provides a business perspective on concepts such as JIT, CAD/CAM, CIM, and others. The core course MBA 510 must be scheduled prior to pursuing this concentration.

Selection may then be made from the following electives to achieve a concentration in MFM:

MBA 507 MBA 518 MBA 561 ENM 541 MEE 583
MBA 512 MBA 519 MBA 575 MSC 542 MEE 584
MBA 514 MBA 541 ENM 515 MSC 560

In this particular area, either MBA 512 or MBA 514 must be taken as one of the three electives.

3. Course descriptions are provided in this bulletin.

C. COURSE SEQUENCE

The student should note carefully the requirements regarding course sequence. The student is expected to have or to acquire a background in business math, to include calculus, before entering the program. 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 500E, Survey in Statistics, is a prerequisite to MBA 500J, Survey in Production/Operations Management.

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

MBA 510 is a prerequisite to a concentration in MFM.

MBA 563 is a prerequisite to a concentration in MIS.

MBA 520 is a prerequisite to MBA 521, Special Topics in Managerial Finance

MBA 501 or MBA 520 or permission of the instructor is a prerequisite to MBA 525, Investments and Financial Markets.

MBA 530 is a prerequisite to MBA 535, MBA 536, and MBA 537.

MBA 586 or MBA 587 is a prerequisite to 588, Special Topics in Management and Organizational Behavior.

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

Exceptions to the above require approval of the MBA Director.

D. 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 for 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 core 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.

E. 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 UD MBA coursework in good academic standing.

In other cases, a student will leave the area before completing the program and will seek to transfer credit back to satisfy academic requirements off-campus. In

these cases the student must obtain approval for the proposed work before enrollment. The catalog 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.

Transfer credit coursework must be of "B" quality or better. Quality points are not transferred.

F. TIME LIMITATION

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

G. ACADEMIC STANDARDS

The faculty of the School of Business Administration challenges MBA students to achieve high levels of performance and thus develop mature business skills and abilities.

The design and orientation of courses differ depending, among other factors, on the level of the course. Survey courses provide a curricular foundation; they may be more basic and less experiential than the higher level courses. Core and elective courses expand students' knowledge and enhance their abilities to apply this knowledge to business situations. Students are exposed to the relevant concepts, thought and theory in each course. The faculty complements and reinforces this material through applications and experiences which take the form of case analyses, simulations, projects, or other methods of learning.

The faculty requires students to demonstrate significant academic achievement and communicates these expectations to students early in each semester by setting high, realistic objectives which are reinforced in the classroom. The faculty then carefully evaluates student performance in light of these objectives, and evaluates student performance accordingly.

A 3.0 average must be attained and is required for graduation. Grading is based on a point system in which corresponding letter and quality points are:

A = 4.00 B = 3.00 C = 2.00 F = 0.00

If an "F" grade is received in a survey or core course, the student must repeat the course and achieve a passing grade.

INCOMPLETE "I" GRADE

A student in good standing in a course may, after the official withdrawal deadline (refer to the composite for the specific date), petition to the professor for an I grade. The professor may assign this grade if the reasons presented by the student are deemed acceptable, the student has completed a sufficient amount of course work to justify this grade in anticipation of completion of the work, and the professor and student agree to a time-phased plan of action for completing the course work.

The additional course work must be completed and graded by the end of the

following regular (non-summer) term in order for the professor to assign a letter grade. If the course work is not completed by this date, or the professor has not yet submitted a final course grade, the “I” is automatically converted to an “F”, thereby lowering the cumulative grade point average.

While this temporary “I” grade is on record, the student may petition to the MBA Director to withdraw from the course. If the circumstances are exceptional, the “I” grade may be replaced with a “W” by the MBA Director, in consultation with the professor.

WITHDRAWAL “W” GRADE

During the Fall and Winter term a student may withdraw from a course without record during approximately the first three weeks of the term. During the Summer Session, withdrawal without record may take place during approximately the first two weeks. Thereafter, a student may withdraw with record through approximately the eleventh week of a regular term or the fourth week of a summer session. Refer to the Graduate Composite for the specific dates. After the deadline, a student may petition the MBA Director for withdrawal consideration or the professor for consideration of an “I” grade (See I grade policy). If reasons presented are not acceptable, a letter grade consistent with the performance of work will be awarded.

AUDIT “X” GRADE

This mark indicates that the student has registered to audit the course. No credit hours or quality points are awarded for this mark. Any course taken for audit may not be retaken at a later date for credit. Therefore, a course required for graduation may not be audited.

NO GRADE “N” GRADE

No grade was reported by the instructor. Questions should be directed to the instructor.

ACADEMIC PROBATION

A student will be placed on probationary academic status if his or her cumulative grade point average is below 3.0 after completing 9 or more semester hours of graduate credit. While on probation, he or she may not transfer core or elective credit from another university or college and may not receive financial assistance administered by the School of Business Administration

A student on academic probation whose cumulative grade point average reaches 3.0 or better within the following 9 semester hours of graduate credit is returned to good standing. Except under extraordinary circumstances, upon completion of these additional 9 semester hours of graduate credit a student will be dismissed if the cumulative grade point average continually remains below 3.0. A student who has returned to good academic standing, but whose grade point average subse-

quently below 3.0 will be again placed on academic probation. A student returning to academic probation will be permitted to complete up to an additional 9 semester hours of graduate credit in order to return to good standing, provided the student does not exceed 9 semester hours beyond initial degree requirements and is eligible to graduate within the 5 year limit. Failing this, the student will be dismissed.

GRADE APPEALS

Occasionally a student may question the award of a grade. In such instances, a grade appeal may be initiated, provided that initiation is within 30 days following the start of the next term, and provided further that one of the following two criteria is met:

1. That the grade received appears to be inconsistent with the performance of the work required and recorded for that course;
2. That the grade received appears to be determined by criteria other than those announced as the grading system for that course.

The appeal process is initiated by consulting directly with the faculty member involved. If agreement is not reached, the appeal will be submitted in writing by the student to the MBA director with fully supporting facts and documentation.

H. INDIVIDUAL RESEARCH

Students who have an interest in doing in-depth research can elect MBA 595, Individual Research, which can qualify for one to six semester hours of credit.

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

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 reviews and approves the proposal and guides the student in the research effort.

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 take MBA 595 after 15 core hours have been completed, including the appropriate MBA core course in the field in which research is to be conducted.

I. THE BUSINESS ADVISORY COUNCIL

A Business Advisory Council serves to keep the academic curriculum abreast of changing requirements within the business community and to guide the educational programs of the School. It is composed of distinguished leaders in business and

other professions. Members provide their time and expertise to the Dean, faculty, and students, to help maintain excellence in School activities.

J. FINANCIAL ASSISTANCE

GRADUATE ASSISTANTSHIPS

A graduate assistantship is an academic appointment normally made on the basis of half-time employment by the University. The assistant may be employed as an administrative assistant or as a research assistant. Graduate assistantships provide an average stipend of \$4,600 and remission of tuition and fees. The usual appointment is for a period of nine months, August 16 through May 15. Renewal is awarded for a second year, contingent upon satisfactory performance.

Application forms for graduate assistantships are obtained from the MBA Office or from the Office of Graduate Applications & Records, Room 117, St. Mary's Hall.

Only a few assistantships are awarded each year. Therefore, competition is keen. Applicants should submit their application forms at any time prior to April 1. Selections are made during April for the period beginning August 16.

DEAN'S FELLOWSHIPS

Each year a limited number of Dean's fellowships are available, normally in the amount of \$600. 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.

NCMA SCHOLARSHIP

The National Contract Management Association (NCMA), Dayton Chapter, awards a \$500 scholarship each year. The award is made to the student with an interest in the contracting career field. Applications are available in the MBA Office.

K. 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, 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.

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: Basic accounting concepts, principles, and procedures for external financial reporting and internal use by management. The course covers material normally presented in the first year of accounting at the undergraduate level. *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. Prerequisite: Business Math including Calculus. *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 . *3 sem. hrs.*

MBA 500H. GRADUATE SURVEY IN COMPUTER INFORMATION SYSTEMS: A survey of the role of information technology in modern production and service organizations including basic computer hardware/software/telecommunications and experience with business software. Study of information systems and their role in supporting business problem solving and managerial decision making. Specific concepts and techniques include: data flow diagrams, system flow charts, hierarchical structure charts, and data dictionaries. *3 sem. hrs.*

MBA 500J (MBA 560). GRADUATE SURVEY IN PRODUCTION OPERATIONS MANAGEMENT: Study of the management principles and techniques for allocating the resources of a production or service system: facilities, equipment, time, and personnel. Topics include facility design, classical and modern inventory concepts, scheduling including PERT/CPM, quality, and others. Prerequisite: MBA 500E and Business Math including Calculus. *3 sem hrs.*

MBA 500L (MBA 571). GRADUATE SURVEY IN ORGANIZATIONS AND THEIR ENVIRONMENT: 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. *3 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. Prerequisites: MBA 500B and MBA 500H. *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, 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, and the consequences of various accounting practices. Prerequisite: MBA-501. *3 sem. hrs.*

MBA 507. ACCOUNTING PLANNING AND CONTROL SYSTEMS: Seminar covering the accounting based information systems used by managers. Focuses on critical issues involving the provision of relevant accounting information to decision makers, to include conditions of uncertainty, and the impact of modern manufacturing and management methods on accounting systems. Prerequisite MBA 501. *3 sem. hrs.*

MBA 508. ACCOUNTING INFORMATION SYSTEMS: A study of the design of accounting systems and their impact on management decision making and control. Emphasis is placed on a systems approach to the collection and reporting of accounting data, system internal controls, and computer applications for managerial and financial accounting. The course includes a survey of the current literature in accounting information systems. Prerequisites: MBA 501 and MBA 563. *3 sem. hrs.*

MBA 510. APPLICATIONS OF MANAGEMENT SCIENCE: Study of quantitative methods appropriate for decision making. Covers topics such as linear programming, special and integer programming, decision theory, Markov analysis, queueing theory and simulation. Involves computer use. Prerequisites: MBA 500E, MBA 500H, MBA 500J, and Business Math including Calculus. *3 sem. hrs.*

MBA 512. JUST-IN-TIME AND QUALITY IN MANUFACTURING: Study of the concepts and techniques of just-in-time manufacturing, total quality system, and statistical process control. Projects, tours, and guest speakers. Prerequisite: MBA 510. *3 sem. hrs.*

MBA 514. ANALYSIS OF FACTORY SYSTEMS: Study of the concepts and techniques of analysis, design, and management of factory production systems. Workflow layout, scheduling techniques, stochastics process models, simulations, and computerized factory models. Prerequisite: MBA 510. *3 sem. hrs.*

MBA 518. SPECIAL TOPICS IN MANUFACTURING MANAGEMENT: Advanced or special topics in the analysis, design, operation and maintenance of manufacturing systems. Topics vary. Prerequisites: MBA 510 and possibly others, depending upon the topic selected. *3 sem. hrs.*

MBA 519. MANUFACTURING MANAGEMENT RESEARCH SEMINAR: Individual research effort in conjunction with a faculty member. The seminar will meet several times during the term for research progress presentations. Prerequisite: one MFM elective. Corequisite: one other MFM elective. *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 and on capital market instruments. Prerequisites: MBA 500F 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; 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. *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. 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 538. SPECIAL TOPICS IN MARKETING: This course will investigate the application of marketing principles, concepts, and theory to the delivery of services. Service industries comprise a significant portion of the U.S. economy in both the for-profit and not-

for-profit segments. All the unique dimensions of the marketing of services will be explored, with applications in areas such as health care, financial services, government and education being examined. 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, MBA 500E, and Business Math including Calculus. 3 sem. hrs.

MBA 541. LABOR RELATIONS: 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 500D. 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. 3 sem. hrs.

MBA 548. SPECIAL TOPICS IN ECONOMICS: Advanced and current topics in Economics. Topics vary, prerequisites: MBA 540 and others, depending on topic. 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. 3 sem. hrs.

MBA 560. OPERATIONS MANAGEMENT: (Now MBA 500J).

MBA 561. BUSINESS EXPERT SYSTEMS: Study of expert and knowledge-based systems and their applications. Basic structure, knowledge acquisition, knowledge representation, and system construction and implementation. PRO-LOG and/or other software exercises and projects. Prerequisite: MBA 563. MBA 510 desirable but not mandatory. 3 sem. hrs.

MBA 562. BUSINESS TELECOMMUNICATIONS: Study of computer-based communication systems and their impact on business organizations. Basic concepts, communication networks, standards and protocols, security and control. Prerequisite: MBA 563. 3 sem. hrs.

MBA 563. MANAGEMENT INFORMATION SYSTEMS: In-depth overview of organizational informational systems. Concepts, technologies, and techniques for understanding the analysis, development, and management of these systems. Prerequisite: MBA 500H and Business Math including Calculus. 3 sem. hrs.

MBA 564. DATABASE MANAGEMENT: Introduction to computerized databases and their management. Data organization and processing techniques, major data models, database management systems, logical and physical database design, and administration of database resources. Prerequisite: MBA 563. 3 sem. hrs.

MBA 565. SYSTEMS ANALYSIS & DESIGN: Study of the concepts and techniques of the information systems development life cycle and other development methodologies. Information requirements determination, structures analysis techniques, system design tools, prototyping, system implementation. Cases and the use of a CASE tool. Prerequisite: MBA 563. 3 sem. hrs.

MBA 566. MANAGEMENT OF INFORMATION RESOURCES: Focus is on the strategic and management issues associated with the effective use of information technology. Role of the chief information officer, strategic planning, the technology transfer process, project management, end user computing, and operations management. Cases and readings. Prerequisite: One other MIS elective. *3 sem. hrs.*

MBA 567. MIS DESIGN PROJECT: Student team experience with an MIS development project for an actual organization. Project definition and planning, systems analysis, design specifications, and implementation. Several team technical reports and presentations. A capstone experience for the MIS concentration. Prerequisite: MBA 565. *3 sem. hrs.*

MBA 568. SPECIAL TOPICS IN MANAGEMENT INFORMATION SYSTEMS: Advanced and current topics in management information systems. Topics vary. Prerequisites: MBA 563 and others, depending on topic. *3 sem. hrs.*

MBA 569. MIS RESEARCH SEMINAR: Individual research efforts in conjunction with an MIS faculty member. The seminar will meet several times during the term for research progress presentations. Prerequisite: one MIS elective. Corequisite: one other MIS elective. *3 sem. hrs.*

MBA 571. ORGANIZATIONS AND THEIR ENVIRONMENT: (Now MBA 500L).

MBA 572. SEMINAR IN MANAGEMENT & SOCIETY: Study of social responsibility and ethics. Topics include the relationship of management to society, ethical issues in management, strategic management for social responsiveness, and the stakeholder management concept. Prerequisite: MBA 500D. *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. *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. *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. *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 *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 *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 and elective 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 and elective 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 and elective 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. *1-6 sem. hrs.*

MBA 598. SPECIAL TOPICS IN BUSINESS ADMINISTRATION: Advanced and current topics in Business Administration. Topics vary. Prerequisites: Depending on Topic. *3 sem. hrs.*

COURSES OUTSIDE THE SCHOOL OF BUSINESS

ENM 515. HUMAN FACTORS ENGINEERING: Introduction to the human factors criteria that should be considered in the design of man-machine systems, work situations, and man's physical environment. *3 sem. hrs.*

ENM 541. PRODUCTION ENGINEERING: The design of systems of men and machine for the production process: forecasting, scheduling, production and inventory control, staffing, and equipment replacement. Prerequisite: MTH 368 or MBA 500E. *3 sem. hrs.*

MSC 542. INVENTORY THEORY AND APPLICATION: Theory and application of inventory control with respect to costs of ordering and manufacturing, holding and storage, shortage penalty costs, revenues, and discount rates. Forecasting material control, input capacity and scheduling, stochastic inventory models, and dynamic inventory models including real time computerized inventory control models. Prerequisites: MTH 368 or MBA 500E and MSC 522 or equivalent. *3 sem. hrs.*

MSC 560. QUALITY ASSURANCE: Application of statistical principles of analysis and control to production processes, studies of process capabilities, quality control, and engineering experimentation. Prerequisite: MTH 368 or MBA 500E. *3 sem. hrs.*

MEE 583. AUTOMATED MANUFACTURING: Treatment of topics associated with manufacturing engineering functions and issues in automation. Discuss numerical control, process planning, quality assurance, process simulation, manipulators, and other related technologies. *3 sem. hrs.*

MEE 584. INTEGRATED MANUFACTURING SYSTEMS: Address topics associated with the design, implementation, planning and control of fixed and flexible manufacturing and assembly systems in conjunction with communications and computer technologies. Discuss issues associated with group technology and systems integration. *3 sem. hrs.*

MTH 445. 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. Fulfills business math requirement. *3 sem. hrs.*

THE JD/MBA JOINT DEGREE

THE BASIC PROGRAM STRUCTURE

While the specifics of the program structure and requirements are determined for each student through individual consultation, the basic design is applicable to all students. The first year is taken entirely in Law School and covers the same prescribed courses for all Law students. Course work in the second and third years is distributed between Law and MBA courses and sequenced in a manner to achieve the maximum benefit of integrated progression in the two fields. The fourth year consists largely of Law courses to complete the JD requirements. The student with a business administration undergraduate degree can normally expect to complete all requirements for both degrees by the end of the first term of the fourth year. Those with undergraduate degrees in other fields normally require additional hours for prerequisite courses for the MBA. In such cases, the student can expect to complete requirements for both degrees in four full school years. In either case, while all the basic requirements of each degree are fulfilled through the joint program, the designation of certain courses as common electives results in completion of the entire program in one term less than would be required if each

degree program were pursued independently. Upon completion of the program, the two degrees are conferred.

ADMISSION TO THE PROGRAM

Students applying for the program must meet the admission requirements of both the Law School and the School of Business Administration. Application for admission should be submitted to each of the schools. Along with other records and data required by each school. The applicant should indicate on each application that admission is sought for the joint program. Upon admission to both degree programs, the student will, in effect, be enrolled in the JD and MBA programs simultaneously. Applicants should contact the offices of the Deans of both schools for information and application for admission. The first year of work is in the Law School, so it is advisable to contact the Dean of the Law School early.

School of Law (513) 229-3211;

School of Business Administration (513) 229-3733

ACCELERATION OF THE PROGRAM

The student may accelerate the joint degree program by attending summer sessions. Both Schools offer courses during the summer. It is possible to complete the requirements for both degrees in three calendar years through such acceleration.

PROGRAM PLANNING

Upon admission to the joint degree program, each student is required to meet with the program advisor to plan his program. Continuous liaison must be maintained with the program advisor throughout the program. The student will be assigned an advisor from both the Law School and the School of Business Administration.

