
VIII SCHOOL OF BUSINESS ADMINISTRATION

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MBA Program

THE SCHOOL OF BUSINESS ADMINISTRATION AND MBA PROGRAM MISSION

The School of Business Administration is a learning community that prepares students to enter or further business careers, and attain advanced professional graduate education. The School is committed, in the Marianist tradition, to educating the whole person and to connecting learning, scholarship, leadership, and service within a contemporary business curriculum. The faculty and administrators of the school believe that globalization, developing technologies, and workforce diversity have created a demand for change in higher education. Thus, we have created programs that are integrative of business knowledge and skills, multicultural and collaborative, global in perspective, technologically sophisticated, and cost effective.

The mission of the Master of Business Administration (MBA) Program is, through a set of coordinated educational experiences, to develop in our graduates business knowledge and business skills for addressing the important issues faced by modern organizations and for developing and implementing effective plans of action. The level and breadth of the knowledge and skills acquired by our graduates should make them prime candidates for significant *leadership* within their organizations.

The program places significant emphasis at the *critical thinking* level

of learning and will strive to develop students who are builders of *knowledge structures* that can be used to interpret new situations, think, reason, and solve problems. The program focuses not only on business *knowledge* but also on *skills* and *attitudes* which have been shown to be useful and important for organizational success.

The MBA Program strives to produce graduates with the following characteristics:

- A "big picture" person
- Knows business functions and processes
- An outstanding communicator
- Appreciates technology
- Has a global perspective
- Committed to quality
- A problem solver/decision maker
- A team player
- Respects all individuals
- Is honest and has high integrity
- Ready to "take the lead"

PROGRAM LOCATIONS

The full MBA Program is offered in two locations: *Dayton*. The program on the University of Dayton campus serves the Dayton business community and has a mix of full-time and part-time working professional students.

Columbus. The same program, delivered by the same faculty, is also available in Columbus, Ohio on the campus of Ohio Dominican College. This program serves the Columbus business community with a high-quality professional graduate education program that is flexibly designed for the working professional.

ACCREDITATION

The University of Dayton's business programs, MBA and undergraduate, are fully accredited by the most rigorous

accrediting body for business education programs, AACSB—The International Association for Management Education. Only about 300 of the 700 or more MBA programs in the country have this accreditation that assures students of high-quality faculty and programs.

THE ACCOUNTING "150 HOUR" PROGRAM

Most states, including Ohio, have modified the accountancy law such that an individual must complete a 150-hour program to be eligible to sit for the Certified Public Accountant (CPA) examination. The new requirement becomes effective in Ohio in the year 2000. The University of Dayton accounting program will afford students the opportunity to fulfill the 150 hour CPA requirement for Ohio and similar states by earning a B.S. degree with an accounting major followed by earning the M.B.A. degree. Such students will take the MBA core courses plus appropriate accounting or other electives. Students will complete the MBA program requirements in consultation with their faculty advisors and the chair of the Department of Accounting.

ADMISSION TO THE PROGRAM

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 positions established with Dayton and Columbus area companies.

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. New students may be admitted into the program up until approximately two weeks before classes begin, provided that all admission materials have been received. 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.

All students are required to submit scores attained on the Graduate Management Admission Test (GMAT). Application to take the GMAT is the responsibility of each student. A GMAT pamphlet that provides guidance is available in the MBA Office.

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

1. Undergraduate and other collegiate records as indicated by official transcripts from all universities and colleges attended.
2. Scores from the Graduate Management Admission Test.
3. Other factors, such as significant responsibilities or experience, are considered in granting admission to the program. Please send a resume.

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 'non-degree 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 'non-degree status' for a second term without having taken the GMAT.

THE MBA CURRICULUM

The MBA Program is a 30 semester credit hour program for the student with a recent undergraduate background in business. For the student with a non-business background, or who lacks course work in key areas of undergraduate business study, foundation courses are required.

Eighteen core semester hours (six courses) are prescribed for all students. Additional breadth or depth in a selected subject area may be achieved by taking 12 hours of elective courses for the required program total of 30 semester hours.

A. PROGRAM OF STUDIES

There are four groups of courses in the Program:

GROUP I	Foundation Segment
GROUP II	Integrated Core Segment
GROUP III	Capstone Segment
GROUP IV	Elective Courses

Before taking core and elective courses, students are expected to have acquired basic knowledge in the business areas listed as foundation courses.

Thirty semester hours of core, capstone, and elective courses are required for the MBA degree. Where foundation courses are required, the total number of hours required will be greater.

Program Prerequisites: Prior to beginning the MBA Program, each student is expected to have current proficiency in business math (to include integral and differential calculus), with business spreadsheet software, and with business communication skills. Business math is offered as an undergraduate evening course by both the UD and Ohio Dominican College Mathematics Departments. Business software skills may be developed via self-paced tutorials. Short seminars in business communication skills are offered through the School's Management Development Center. For international students for

whom English is a second language, the University's English Language and Multicultural Institute (ELMI) offers courses for improving business communication skills.

GROUP I. Foundation Segment: Any student needing course work in basic business knowledge and skills is required to take the appropriate course(s) from the following foundation courses. The Foundation Segment consists of up to a maximum of 22 hours. All foundation courses (except MBA 620) are accelerated, half-semester courses.

MBA 600	Financial Accounting
MBA 601	Managerial Accounting
MBA 610	Business Data Analysis
MBA 611	Statistical Techniques for Decision Analysis
MBA 612	Manufacturing & Service Systems
MBA 620	Financial Analysis & Markets
MBA 630	Marketing Principles
MBA 640	Microeconomics
MBA 641	Macroeconomics
MBA 650	Organizations & Their Environment
MBA 660	Information Technology & Systems
MBA 670	Organizational Transformation & Strategic Leadership
MBA 671	Leading and Managing Organizational Competencies

A student applying to the MBA Program may have foundation course work waived if appropriate undergraduate studies with earned grades of C or better have been completed within a reasonable time frame. A foundation course may also be waived based on a placement exam in the area. All placement exams should be taken prior to the second term of enrollment. Placement exams are administered at no cost to the student. They are scheduled at the student's convenience by calling the MBA Office in Dayton at (937) 229-3733 and in Columbus at (614) 251-4740.

Alternatively, foundation requirements may be fulfilled via additional undergraduate work prior to matriculation into the MBA Program. Grades earned from such course work will not be calculated into the cumulative MBA grade point average. For information on appropriate undergraduate courses to waive foundation requirements, contact the MBA Office.

Whenever foundation courses are required, they must, when offered, be completed before proceeding to core or elective courses. However, if minimum prerequisites are met, a student may take core or elective courses during the term in which the last foundation is being completed, or if the required foundation(s) are not available.

GROUP II. Integrated Core Segment: The Integrated Core portion of the program consists of 12 semester hours (4 courses). The following four courses are required:

MBA 691	Analytic Framework for Business Decision Making
MBA 692	High-Quality Operational Systems
MBA 693	Managing Information and People in Organizations
MBA 694	Managing Financial Resources for Marketing Strategies

GROUP III. Capstone Segment: The Capstone Segment of the program consists of 6 semester hours (2 courses) completed over two semesters. The following courses are required.

MBA 698	Leadership, Strategy, and Stakeholder Management
MBA 699	Capstone Integrative Project

GROUP IV. Elective Courses: Twelve hours of elective courses are required. They may be selected to obtain program breadth or depth in a particular area. The student may choose from among the MBA courses offered, or with approval by the MBA Director students may elect up to six semester

hours of graduate courses from other programs at the University when these are appropriate to their education plans.

TIME LIMITATION

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

B. PROGRAM CONCENTRATIONS

Students may choose their electives so as to acquire a program concentration. Specific concentrations are offered in Finance, International Business, Management Information Systems, Operations Management and Marketing (proposed). Selection of an area of concentration is the option of the student; however, the MBA Office must be advised of the selection to provide for its administration. The area of concentration is noted on the student's transcript. A minimum of 9.0 semester hours of concentration-based elective credit is required for each concentration selected.

Finance (FIN) Concentration

This concentration provides the student with selected program depth and development of applicable skills in Finance. A more comprehensive understanding of investments and financial markets, international finance, and the management of financial institutions may be achieved. Upon fulfillment of MBA 620, a student may complete 9.0 semester hours of the following electives to achieve a concentration in FIN:

MBA 625	Investments and Financial Markets
MBA 626	International Financial Management
MBA 627	Management of Financial Institutions
MBA 629	Special Topics in Managerial Finance

International Business (INT) Concentration

The International Business concentration is designed to develop an understanding of both the opportunities of global markets and also the challenges of the multicultural aspects of global business operations. Upon completion of the respective prerequisites, selection may be made from the following electives to achieve a concentration in INT:

MBA 626	International Financial Management
MBA 636	Seminar in International Market Analysis
MBA 646	International Trade and Applications
MBA 676	Understanding Multicultural Differences
MBA 686	International Business Policy

A student option may be to focus on a specific country or region with additional approved course work or internship credit. There are also opportunities to earn elective credit for this concentration via various existing graduate study abroad programs such as in Dublin, Ireland; Mikkeli, Finland; and other overseas sites. Interested students need to contact the MBA Office for information about such programs.

Management Information Systems (MIS) Concentration

This concentration provides the student with an in-depth understanding of information technology — computers, telecommunications, artificial intelligence, office automation; and the knowledge and skills needed to become a productive end user and/or an effective information resource manager. Upon completion of the respective prerequisites, selection may then be made from the following electives to achieve a concentration in MIS:

MBA 608	Accounting Information Systems
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- MBA 661 Business Expert Systems
- MBA 662 Business Telecommunications
- MBA 663 Management of Information Resources
- MBA 664 Database Management
- MBA 665 Systems Analysis and Design
- MBA 667 MIS Design Project
- MBA 668 MIS Research Seminar
- MBA 669 Special Topics in Management Information Systems

Operations Management (OPM) Concentration

The OPM concentration develops a firm foundation in the current and evolving principles and techniques employed in managing the operations of a manufacturing or service organization such as total quality management and theory of constraints. The concentration provides a business perspective on concepts such as JIT, CAD/CAM, CIM, business process reengineering, and others. Upon completion of the respective prerequisites, selections may be made from the following electives to achieve a concentration in OPM:

- MBA 607 Accounting Planning and Control Systems
- MBA 613 JIT and Quality in Manufacturing and Services
- MBA 614 Analysis of Factory Systems
- MBA 618 Operations Management Research Seminar
- MBA 619 Special Topics in Operations Management
- MBA 661 Business Expert Systems
- MBA 672 Seminar in Personnel and Industrial Relations

Graduate courses from the School of Engineering:

- ENM 505 Management of Engineering Systems I

- ENM 510 Technological Forecasting
- ENM 515 Human Factors Engineering
- ENM 522 Operations Research II
- ENM 523 Optimization I
- ENM 530 Cost and Economic Analysis for Engineers
- ENM 555 System Dynamics I
- ENM 560 Quality Assurance
- ENM 561 Design and Analysis of Experiments
- ENM 565 Reliability Engineering
- ENM 572 System Simulation
- ENM 575 Introduction to Artificial Intelligence
- MEE 580 Product and Process Automation
- MEE 581 Computer-Aided Engineering
- MEE 582 AutoComputer-Aided Engineering Design
- MEE 583 Automated Manufacturing
- MEE 584 Integrated Manufacturing Systems
- MEE 585 Design for Producibility
- MSC 521 Operations Research I
- MSC 527 Optimization III
- MSC 542 Inventory Theory and Application
- MSC 546 Queuing Theory and Application

In this particular area, either MBA 613 or MBA 614 must be taken as one of the three electives.

Marketing (MKT) Concentration

This concentration will provide the non-marketing professional with current marketing knowledge and skills in order to be an effective user of market research information and an effective participant in marketing planning of a product or service. The concentration can also provide the marketing professional with an update

of state-of-the-art marketing insights and techniques. Upon completion of prerequisites, selections may be made from the following elective courses:

- MBA 635 Research for Marketing Decisions
- MBA 636 Seminar in International Market Analysis
- MBA 638 Product Planning and Development
- MBA 639 Special Topics in Marketing
The following topics are offered as separate courses:
Consumer Behavior
Marketing of Services
Promotional Management
Advertising

C. POSSIBLE SCHEDULES OF STUDY

The University of Dayton's MBA curriculum has the *flexibility* often needed by business professionals: students may begin any term and may proceed at any pace from 1 course per term to 3 or 4 courses per term. A few curriculum requirements must be satisfied: (1) Foundation courses (or waiver from them) first, (2) Integrated Core courses in any order but prior to the Capstone courses, and (3) the second capstone (MBA 699) after the first (MBA 698). Each year, full schedules of courses are offered in the fall and winter semesters. In addition, a partial schedule of courses is offered each summer in two convenient, compressed summer sessions.

As illustrations, three possible schedules for completing the MBA program of study are identified here. Many others are feasible and each student should develop his or her own plan.

**PROGRAM OF STUDY 1:
TWO PER TERM**

- 2 Courses per term pace
- Foundations already completed
- Remaining degree requirements of 30 hrs.
- A concentration may be earned if desired

FIRST TERM:*

- MBA 691 Analytic Framework for Business Decisions
 MBA 692 High Quality Operational Systems

SECOND TERM:

- MBA 693 Managing Information and People in Organizations

Elective

THIRD TERM:

- MBA 694 Managing Financial Resources for Marketing Strategies

Elective

FOURTH TERM:

- MBA 698 Leadership, Strategy, and Stakeholder Management

Elective

FIFTH TERM:

- MBA 699 Capstone Integrative Project

Elective

*If a summer term, must adjust because more than one integrated core course may not be possible.

PROGRAM OF STUDY 2:**THREE PER TERM**

- 2 or 3 courses per term pace
- Foundations already completed
- Remaining degree requirements of 30 hrs.
- A concentration may be earned if desired

FIRST TERM:*

- MBA 691 Analytic Framework for Business Decisions
 MBA 692 High Quality Operational Systems

Elective

SECOND TERM:*

- MBA 693 Managing Information and People in Organizations
 MBA 694 Managing Financial Resources for Marketing Strategies

Elective

THIRD TERM:

- MBA 698 Leadership, Strategy, and Stakeholder Management

Elective

FOURTH TERM:

- MBA 699 Capstone Integrative Project

Elective

*If a summer term, must adjust because more than one integrated core course may not be possible.

**PROGRAM OF STUDY 3:
ACCELERATED-ONE YEAR**

- 4 Courses per term pace
- Foundations already completed
- Remaining degree requirements of 30 hrs.
- Earning a concentration is difficult — may be impossible
- Start in Fall Term

FIRST TERM (fall):

- MBA 691 Analytic Framework for Business Decisions
 MBA 692 High Quality Operational Systems
 MBA 694 Managing Financial Resources for Marketing Strategies

Elective

SECOND TERM (winter)

- MBA 693 Managing Information and People in Organizations
 MBA 698* Leadership, Strategy, and Stakeholder Management

Elective

Elective

THIRD TERM (summer)

- MBA 699 Capstone Integrative Project

Elective

*MBA 698 is allowed if three of the integrated core courses are complete and the final one is being taken concurrently.

D. INDIVIDUAL RESEARCH

Students who have an interest in doing an in-depth study of a particular business topic can elect individual research. Individual research can qualify for one to six semester hours of credit; most studies are three semester hours. A student may take MBA 695 when 12 core hours (after foundations) have been completed.

Approval is obtained by completing a project proposal form available from the MBA Office. A student works with a faculty member to agree on a topic and a project proposal. The faculty advisor and the MBA Director review and approve the proposal prior to registration. The student is expected to

maintain close contact with the faculty member who will provide guidance and evaluation. Individual Research projects are to be completed within the course of one term.

E. TRANSFER CREDIT

A maximum of six semester hours of appropriate graduate courses earned at another accredited graduate school may be applied toward the post-foundation requirements of the MBA Program at the University of Dayton. This transfer credit may be applied if one graduates from the UD MBA Program within a maximum of seven years from the date such courses were completed.

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 course work 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 an MBA Advisor is also recommended. After course approval and completion, official transcripts are required.

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

**F. TRANSFER DUE TO JOB
RELOCATION**

The University of Dayton is a member of a selected group of accredited Catholic Schools of Business who have jointly agreed to a special transfer arrangement. A student may transfer up to half of the post-foundation course work to another MBA Program at one of these universities. These programs

are located in many major cities such as Baltimore, Boston, Buffalo, Chicago, Cincinnati, Cleveland, Detroit, Los Angeles, Milwaukee, New Orleans, Portland, St. Louis, San Diego, San Francisco, Santa Clara, Scranton, and Spokane. Please contact the MBA Office for up-to-date information about the specific universities and the guidelines of this special transfer agreement.

G. ACADEMIC STANDARDS

The faculty of the University of Dayton School of Business Administration is committed to a rigorous learning environment which challenges MBA students to achieve high levels of performance. This environment fosters the development of mature business skills and abilities in students.

The design and orientation of courses differ depending, among other factors, on the level of the course. Foundation courses provide a curricular knowledge; 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. For these courses, the faculty pursues various avenues of pedagogy that advance students' understanding of 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 engage students as active participants in the learning process. This may take the form of student teams, case analyses, simulations, projects, or other methods of learning.

The faculty maintains high expectations of itself and students. In creating and maintaining a climate of challenge, the faculty requires students to demonstrate significant academic achievement. The faculty communicates these expectations to students early in each semester by setting high, realistic objectives as presented in the syllabus and possibly in other written documents, which are reinforced in the classroom. The faculty then carefully evaluates

student performance in light of these objectives, and uses the full range of grades to evaluate student performance. The efforts to establish and maintain a climate of rigor vis-a-vis grading standards is fully supported by the School of Business Administration.

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—Excellent (4 quality points)
- B—Average (3 quality points)
- C—Poor (2 quality points)
- F—Failure (0 quality points)

If an "F" grade is received in a foundation, integrated core, or capstone course, the student must repeat the course and achieve a passing grade. Both the original grade and the new grade are computed in the cumulative grade point average.

WITHDRAWAL "W" GRADE

During the Fall and Winter terms a student may withdraw from a full-semester course without record during approximately the first three weeks of the term. During the accelerated Summer Sessions, withdrawal without record may take place during approximately the first two weeks. Thereafter, a student in a full-semester course 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. For half-semester courses, contact the MBA Office.

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. This grade is appropriate if conditions beyond the control of the student have led to an inability to complete all the course requirements. 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.

AUDIT "X" GRADE

This mark indicates that the student has registered to audit the course. No credit hours or quality points are awarded. 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

The "N" grade indicates that 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 subsequently is 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

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 may be submitted in writing by the student to the MBA Director with fully supporting facts and documentation.

H. 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.

I. 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 a stipend 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.

Assistantships are limited each year; therefore, competition is keen. Applicants should submit their application forms at any time prior to April 1. Selections are made during the summer months for the period beginning August 16. Some positions may begin in January or May.

A student while on academic probation will not be eligible for initiation or continuation of financial assistance administered by the School of Business Administration.

Application forms for graduate assistantships are obtained from the MBA Office or from the Office of Graduate Studies, Room 200, St. Mary's Hall.

DEAN'S FELLOWSHIPS

Each term a limited number of Dean's Fellowships are available. To apply, the student submits an application and a statement to the MBA Director 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.

J. 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 May to the MBA

graduate from the preceding year who, based on the judgment of the faculty, has demonstrated the highest level of academic achievement and contributions in his or her MBA program. The award consists of a plaque which is presented to the student plus an engraved plate displayed in the MBA Office.

COURSES OF INSTRUCTION

Integrated Core Segment

MBA 691. ANALYTIC FRAMEWORK FOR BUSINESS DECISION MAKING: An examination of the role of analytic thinking and analytic models and techniques in providing support and insight for business decision making. Types of business decisions studied include product price, production level, production mix, distribution system design, operational process design, and others. Spreadsheets facilitate such analytic techniques as mathematical optimization, regression analysis, linear and integer programming models, and simulation models. Minimum prerequisites: MBA 610, 611, and 640. *3 sem. hrs.*

MBA 692. HIGH-QUALITY OPERATIONAL SYSTEMS: Manufacturing and service operations are examined utilizing a process orientation and treating business as an integrated system. Topics include total quality management, cost of quality, activity-based management, theory of constraints, target costing, business process reengineering, ethical responsibilities of managers, and measures for evaluating operational performance. Learning approach involves considerable student interaction, participation in student teams, and interdisciplinary integration of concepts from management accounting, operations management, and other fields. Focus is on practical applications. Minimum prerequisites: MBA 601 and 612. *3 sem. hrs.*

MBA 693. MANAGING INFORMATION AND PEOPLE IN ORGANIZATIONS: This course addresses two key resources in business organizations: information technology and

people. It draws from the fields of management information systems, organizational behavior, and organization theory. Students focus on understanding how managing information, organization design, information technology, and human resources in an integrative manner can enhance the productivity of knowledge workers and work groups/teams, as well as the effectiveness of contemporary organizations. Minimum prerequisites: MBA 660, 670, and 671. *3 sem. hrs.*

MBA 694. MANAGING FINANCIAL RESOURCES FOR MARKETING STRATEGIES: This course gives students the opportunity to study the techniques, processes, tools, and methods necessary to assess strategic marketing and financial opportunities and to balance these in the long-run best interest of the firm. Minimum prerequisites: MBA 600, 620, and 630. *3 sem. hrs.*

Capstone Segment

MBA 698. LEADERSHIP, STRATEGY, AND STAKEHOLDER MANAGEMENT: One of a two-course set of capstone integrative experiences which explores the process of creating, sustaining, and growing successful businesses in an era of change. The course deals with strategic decision making and stakeholder management related to competitive, economic, political, social, cultural, and technological environments in small, medium, and large companies in service and manufacturing settings. Prerequisites: MBA 691, 692, 693, and 694 (exceptions under special circumstances may be granted). *3 sem. hrs.*

MBA 699. CAPSTONE INTEGRATIVE PROJECT: Another of the two-course set of capstone integrative experiences which explores the process of creating, sustaining, and growing successful businesses in an era of change. During the capstone project experience, students work in teams to analyze the strategic environment of a firm and develop a series of recommended actions. Students gain experience in working in a team environment in a non-academic setting, and experi-

ence the pressure of delivering a high-quality product to company leaders. The approach taken is tailored to the specific needs of the business as well as the talents of the particular student team. Note: Occasionally, this capstone course may be satisfied with one of several other approved project courses. See the MBA Office for these options. Prerequisite: MBA 698 (under special circumstances may be taken concurrently with MBA 698). *3 sem. hrs.*

Foundation Segment

MBA 600. FINANCIAL ACCOUNTING: An introduction to the concepts and procedures underlying financial accounting and to the use of financial accounting information for decision making. *2 sem. hrs.*

MBA 601. MANAGERIAL ACCOUNTING: An introduction to the concepts underlying the preparation and use of accounting data by managers as they plan, control and make decisions within the organization. Topics covered include just-in-time (JIT) systems, activity based costing (ABC), flexible manufacturing environment, theory of constraints, and cost of quality. Prerequisite: MBA 600. *2 sem. hrs.*

MBA 610. BUSINESS DATA ANALYSIS: An introduction to the statistical techniques of collecting, classifying and analyzing data, the fundamentals of probability theory, probability distributions, the central limit theorem and estimation. Prerequisite: Business Math. *1.5 sem. hrs.*

MBA 611. STATISTICAL TECHNIQUES FOR DECISION ANALYSIS: An introduction to methods that are central in generating information for decision analysis. Topics include hypothesis testing, regression analysis, and experimental design. Prerequisite: MBA 610. *1.5 sem. hrs.*

MBA 612. MANUFACTURING AND SERVICE SYSTEMS: An introduction to both traditional and modern manufacturing and service systems, including operating philoso-

phies that drive these systems and the important tools and techniques used therein. Prerequisites: MBA 610 and 611. *1.5 sem. hrs.*

MBA 620. FINANCIAL ANALYSIS AND MARKETS: An overview of finance to include the analysis of financial statements, valuation concepts, capital budgeting techniques, capital structure analysis, working capital management, and capital market financing instruments. Prerequisite: MBA 600. *3 sem. hrs.*

MBA 630. MARKETING ESSENTIALS: This course covers the essentials of marketing, including macro and micro concepts that affect marketing management. The course will introduce marketing terminology, definitions, theories, concepts, and practices. The course will center around the decision variables used by marketing managers, both at the domestic and global level. *1.5 sem. hrs.*

MBA 640. MICROECONOMICS: Basic microeconomic principles and their applications. Consumer behavior, production theory, and the interaction of buyers and sellers in various kinds of markets. *1.5 sem. hrs.*

MBA 641. MACROECONOMICS: Basic macroeconomic principles and their applications. National income, monetary policy, fiscal policy, and the economic role of the government in the United States. Prerequisite: Recommend MBA 640. *1.5 sem. hrs.*

MBA 650. 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. *1.5 sem. hrs.*

MBA 660. INFORMATION TECHNOLOGY AND SYSTEMS: An introduction to the basic technology underlying information systems and to the concepts and techniques needed in

analyzing, designing, and managing those systems. Prerequisite: Business software skills. *1.5 sem hrs.*

MBA 670. ORGANIZATIONAL TRANSFORMATION AND STRATEGIC LEADERSHIP: This course introduces students to management topics conceptualized at the organization and subunit levels of analysis. The primary focus is on how organizations generate capacities for change in response to their environments. Particular emphasis is placed on organization design as a means of adaptation. *1.5 sem. hrs.*

MBA 671. LEADING AND MANAGING ORGANIZATIONAL COMPETENCIES: This course introduces students to management topics conceptualized at the individual and group levels of analysis. The primary focus is on how organizations enhance their capacity for internal change in response to evolving technologies and tasks. Particular emphasis is placed on developing individual and group competencies. *1.5 sem. hrs.*

Electives

Accounting

MBA 604. TAX FACTORS IN BUSINESS DECISIONS: An examination of the provision 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 the interaction of income, estate, and gift taxes. Prerequisites: MBA 600 and 601. *3 sem. hrs.*

MBA 605. 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 692. *3 sem. hrs.*

MBA 607. ACCOUNTING PLANNING & 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 692. *3 sem. hrs.*

MBA 608. 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 660 and 692. *3 sem. hrs.*

MBA 609. SPECIAL TOPICS IN ACCOUNTING: Advanced and current topics in accounting. Topics vary. Prerequisites: Vary, depending on topic. *3 sem. hrs.*

Operations Management

MBA 613. JIT AND QUALITY IN MANUFACTURING AND SERVICES: 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 692. *3 sem. hrs.*

MBA 614. ANALYSIS OF FACTORY SYSTEMS: Study of the concepts and techniques of analysis, design, and management of factory production systems. Work-flow layout, scheduling techniques, stochastics process models, simulations and computerized factory models. Prerequisites: MBA 610, 611, 612 and Business Math. *3 sem. hrs.*

MBA 618. OPERATIONS 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 OPM elective. *3 sem. hrs.*

MBA 619. SPECIAL TOPICS IN OPERATIONS MANAGEMENT: Advanced or special topics in the analysis, design, operation, and maintenance of manufacturing and service systems. Topics vary. Prerequisites: Vary, depending on topic. *3 sem. hrs.*

Finance

MBA 625. 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 620. *3 sem. hrs.*

MBA 626. 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 620. *3 sem. hrs.*

MBA 627. MANAGEMENT OF FINANCIAL INSTITUTIONS: Study of management issues relating to depositories, insurance companies, and securities firms. As preparation for studying these institutions we review the financial system, the Federal Reserve, financial instruments, and interest rates. The course will include case studies related to the institutions and a bank simulation game. Prerequisite: MBA 620. *3 sem. hrs.*

MBA 629. SPECIAL TOPICS IN FINANCE: In-depth application of

financial principles to selected areas. Topics vary. Emphasis may be on working capital management, capital budgeting, applied portfolio management, mergers and acquisitions, corporate restructuring, or selected topics. Prerequisites: Vary, depending on topic. 3 sem. hrs.

Marketing

MBA 635. 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. Prerequisites: MBA 611 and 694. 3 sem. hrs.

MBA 636. SEMINAR IN INTERNATIONAL MARKET ANALYSIS: Integration of concepts, theories, and analytical procedures associated with market analysis of international markets. This course provides a managerial and strategic perspective on international marketing. It is designed to assist students in developing appropriate business skills and making marketing management decisions in the international context. Prerequisite: MBA 630. 3 sem. hrs.

MBA 638. PRODUCT PLANNING AND DEVELOPMENT: Integrates various product management processes and concepts as customer-focused problem solving. Using projects or simulations, provides an opportunity to practice skills in developing and introducing a new product in a competitive environment. Emphasis on how various techniques can be interpreted to answer questions about performance, not on the mathematical properties of the tools. Prerequisite: MBA 630. 3 sem. hrs.

MBA 639. SPECIAL TOPICS IN MARKETING: Advanced and current topics in marketing. Topics such as product management, consumer behavior, services marketing, sales, and advertising. Prerequisites: Vary, depending on topic. 3 sem. hrs.

Economics

MBA 646. INTERNATIONAL TRADE AND APPLICATIONS: The

main objective of this course is to present a comprehensive, up-to-date, and clear exposition of the theory and applications of international economics that are essential for understanding, evaluating, and suggesting solutions to the important contemporary international economic problems and issues facing the business firms in the U.S. and abroad. Prerequisites: MBA 640 and 641. 3 sem. hrs.

MBA 649. SPECIAL TOPICS IN ECONOMICS: Advanced and current topics in economics. Topics vary. Prerequisites: MBA 691 and other, depending on topic. 3 sem. hrs.

Business Environment and Ethics

MBA 651. 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. Prerequisites: MBA 670 and 671. 3 sem. hrs.

MBA 652. SOCIAL RESPONSIBILITY AND ETHICAL DIMENSIONS OF MANAGEMENT: 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. Prerequisites: MBA 670 and 671. 3 sem. hrs.

MBA 653. CONTEMPORARY BUSINESS ISSUES: This course provides the students with an overview of management concepts, principles, and functionality as they are practiced by major corporations. Each student has the opportunity to develop an innovative alternative to a current issue related to corporate finance, marketing, and/or management. The course includes presentations by a team of corporate executives. Prerequisites: Completion of all foundation courses. 3 sem. hrs.

MBA 654. HUMANITIES INSTITUTE: This is a weekend course designed for in-depth discussions of

ethics, values, and justice based on the study of art, literature, philosophy, and history. Throughout the course, issues are assessed from the perspective of the business professional. An additional fee to cover course supplies. Prerequisites: Completion of all foundation courses plus one term of integrated core work. 3 sem. hrs.

MBA 659. SPECIAL TOPICS – ORGANIZATIONS AND THEIR ENVIRONMENTS: Advanced and current topics in organizations and their environments. Topics vary. Prerequisites: Vary, depending on topic. 3 sem. hrs.

Information Systems

MBA 661. BUSINESS EXPERT SYSTEMS: Study of expert systems and other types of intelligent systems, and their applications in business. Knowledge acquisition, knowledge representation, inference and control strategies, heuristic search, uncertainty, machine learning, and system development. LEVEL 5 OBJECT software tool for expert system development project. Prerequisite: MBA 660. 3 sem. hrs.

MBA 662. BUSINESS TELECOMMUNICATIONS: Study of computer-based business communication systems. Media characteristics, signal representation and transmission, wide and local area networks, communication protocols, message routing, network design, and network management. Assignments include a term paper requiring an in-depth study of a selected topic. Prerequisites: MBA 610 and 660. 3 sem. hrs.

MBA 663. MANAGEMENT OF INFORMATION RESOURCES: The focus of this course is on the strategic and management issues associated with the effective organizational use of information technology. Role of the chief information officer; strategic planning — impacts and alliances; information technology assimilation; information technology architectures, functional organization, and operational control; information systems project management. Cases and readings. Prerequisites: MBA 660, and 693 recommended but not required. 3 sem. hrs.

MBA 664. DATABASE MANAGEMENT: Introduction to databases and their management. File organization and data structures; database management systems; major data models; conceptual, logical, and physical database design; data definition and manipulation with SQL; data administration; and client/server and distributed databases. SQL-based software tool for database project. Prerequisite: MBA 660. *3 sem. hrs.*

MBA 665. SYSTEMS ANALYSIS & DESIGN: Study of the concepts, techniques, and tools of the information system development life cycle and other development methodologies. Requirements determination, structured analysis and object-oriented analysis and design techniques, systems development (CASE) tools, prototyping, human factors, and system implementation. Prerequisite: MBA 660. *3 sem. hrs.*

MBA 667. MIS DESIGN PROJECT: Student team experience with an information system development project for an actual organization. Project definition and planning, system analysis, design specifications, and implementation. Several team technical reports and presentations. A capstone experience for the MIS concentration. Prerequisite: MBA 665 or equivalent. *3 sem. hrs.*

MBA 668. 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: Varies, depending on topic. *3 sem. hrs.*

MBA 669. SPECIAL TOPICS IN MANAGEMENT INFORMATION SYSTEMS: Advanced and current topics in management information systems. Topics Vary. Prerequisites: Vary, depending on topic. *3 sem. hrs.*

Management and Human Resources

MBA 672. SEMINAR IN PERSONNEL AND INDUSTRIAL RELATIONS: A study of the person-

nel 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. Prerequisites: MBA 670 and 671. *3 sem. hrs.*

MBA 673. 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. Prerequisites: MBA 670 and 671. *3 sem. hrs.*

MBA 674. INTERPERSONAL DYNAMICS IN ORGANIZATIONS: The nature, types, formation characteristics of groups that interact with 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. Prerequisites: MBA 670 and 671. *3 sem. hrs.*

MBA 676. UNDERSTANDING MULTICULTURAL DIFFERENCES: This course has as its main objective to help students understand and learn about the many cultures that they will encounter in their work experience. The primary emphasis is on understanding how and why cultures differ and the important function they play in organizational settings. Prerequisites: MBA 670 and 671. *3 sem. hrs.*

MBA 679. 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. Prerequisites: Vary, depending on topic. *3 sem. hrs.*

Business Strategy

MBA 680. ENTREPRENEURSHIP AND THE FAMILY FIRM: This course covers a variety of topics of interest to the student of entrepreneurship. It is concerned with all phases in the life span of the owner-managed enterprise. It begins with opportunity recognition and ends with succession to a next generation of management through any of a variety of means. Major topic areas include startup issues, business planning, financing, marketing, managing the growing firm and succession. Several guest speakers will provide insights from their experience as entrepreneurs, and panels made up of experts who serve entrepreneurial clients are often utilized. Each class period uses multiple learning methodologies. Some field work and writing are required. Prerequisites: All Foundation courses. *3 sem. hrs.*

MBA 681. 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. Prerequisites: Completion of all 4 Integrated Core courses is strongly recommended. *3 sem. hrs.*

MBA 682. 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. Prerequisites: Completion of all 4 Integrated Core courses is strongly recommended. *3 sem. hrs.*

MBA 686. INTERNATIONAL BUSINESS POLICY: The course is designed to illustrate several issues about international business. The issues include theories of international business, the analysis of business

strategy in terms of a specific industry on a global level, and how to successfully implement business strategy on the international scale. A student project is required. Prerequisites: Completion of all 4 Integrated Core courses is strongly recommended.

3 sem. hrs.

MBA 689. SEMINAR IN STRATEGIC PLANNING: Study of the Strategic Management processes in theory and practice using text, current literature, cases, company studies, and a project. Class meetings will be primarily group discussion with some lectures by the instructor and reports by students. Prerequisites: Completion of all 4 Integrated Core courses is strongly recommended.

3 sem. hrs.

MBA 695. 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 12 hours of post-foundation course work. A formal proposal must be completed and approved by the faculty advisor and the MBA Director prior to registration.

1-6 sem. hrs.

MBA 695-C. INDIVIDUAL RESEARCH — CAPSTONE: Individual research which includes, at least partially, study of the overall organization or the interaction of several functions of an organization. May under special circumstances be used as a substitute for MBA 699. Prerequisites: Completion of all 4 Integrated core courses and MBA 698 is strongly recommended. A formal proposal must be completed and approved by the faculty advisor and the MBA Director prior to registration.

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. MBA students may begin business course work during any semester. For students who have not yet entered the MBA Program, however, the first year of the joint degree program is normally taken entirely in the Law School and covers the same prescribed courses for all Law students. Course work in the second and third years is normally 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 MBA foundation courses. In such cases, the student can expect to complete requirements for both degrees within four to five 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 each program, respective degrees are conferred.

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 to four calendar years through such acceleration.

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. Applications 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 admission applications. The first year of work is normally in the Law School if MBA course work has not already been started, so it is advisable to contact the Dean of the Law School early.

School of Law (937) 229-3211;
School of Business Administration
(937) 229-3733

PROGRAM PLANNING

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