

VIII School of Business Administration

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THE MBA PROGRAM

The objective of the MBA program is summarized as follows: To develop creative and effective managers by providing the student with conceptual, behavioral, and technical knowledge and skills.

The student is expected to attain:

- a. Leadership and managerial ability
- b. Decision making capability
- c. Technical mastery of functional disciplines
- d. An understanding of organization and human relationships
- e. An understanding of the external business environment, government and society.

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

The Master of Business Administration program is based on the premise that management is a professional activity which requires a combination of conceptual, behavioral, and technical skills. These skills are developed through the mastery of the functional disciplines and through courses designed to achieve an integration and synthesis of knowledge. Most importantly, emphasis throughout the program is on the development of leadership, managerial, and decision making abilities.

Initial core courses provide a basic understanding of accounting, quantitative techniques, finance, economics, marketing, organization, and human behavior. Later core courses are specifically designed to facilitate the integration and synthesis of functional knowledge. In addition to the prescribed twenty-one hours (seven courses) for all students, specialization can be achieved through the nine hours of elective credits. These are selected at the option of the student and provide an opportunity to obtain depth in a particular area or to broaden the scope of his program by choosing a range of electives. The student also has the option of pursuing up to six hours of independent research. On completion of the course work, a comprehensive examination is given covering five core areas to further assist in achieving program objectives.

ADMISSION

The applicant for admission must hold a bachelor's degree from an accredited college or university. The degree may be in business administration or any other field. Those whose degrees are in fields other than business administration normally

find it necessary to take graduate survey courses in accounting, economics, statistics, management, or marketing in addition to the regular 30 semester hours of graduate courses required for the degree. Those with business administration degrees normally do not need the graduate survey courses. In either case, graduate survey course requirements are determined on the basis of course deficiency in these five areas in the undergraduate program.

Applicants for admission to the Master of Business Administration program should demonstrate a readiness for graduate study, personal integrity, and aptitude for successful managerial performance. The following are carefully evaluated:

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

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

TRANSFER OF CREDITS

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

JOINT DEGREE PROGRAM

In cooperation with the School of Law, the School of Business Administration offers a joint program leading to the simultaneous conferment of the Juris Doctor and the Master of Business Administration. By coordinating the scheduling of courses required for the joint degree, the student is able to complete all work one term sooner than would be necessary if the two degrees were pursued independently. The resulting combination of skills provides a strong background of increasing utility in today's complex environment. See Chapter VI; see also Chapter XI, and consult the directors of both programs.

PROGRAM OF STUDIES

Course Work

MBA courses are grouped under three categories: Group I — prerequisite survey courses; Group II — core courses; Group III — elective courses. Before taking core and elective courses, the student should have acquired a basic knowledge in five business areas: accounting, economics, marketing, management, and statistics. Students with the undergraduate degree in business administration normally have met all the prerequisites and may proceed immediately with Group II and III — core and elective courses.

Thirty semester hours of core and elective courses are required for the MBA degree. Where prerequisite survey courses are required because of an undergraduate deficiency in one or more of the five areas specified above, the total number of hours required will be accordingly greater. All MBA courses are three-semester-hour courses, with the exception of one elective, MBA 595 — Individual Research, which may vary from one to six semester hours. All courses, exclusive of prerequisite surveys, must be completed within five calendar years of enrollment in the first course.

Group I. Prerequisite Survey Courses: An undergraduate deficiency in any one of the five areas indicated above necessitates taking the appropriate graduate survey course for that area. The graduate survey courses are as follows:

- MBA 500-A Graduate Survey in Economics
- MBA 500-B Graduate Survey in Accounting
- MBA 500-C Graduate Survey in Marketing
- MBA 500-D Graduate Survey in Management
- MBA 500-E Graduate Survey in Statistics

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

Whenever prerequisite survey courses are required, they must be completed before proceeding to core courses. However, a student may take core courses during the term in which the last required prerequisite survey is being completed. For example, if the student has only the graduate survey in accounting to take, and wishes to carry a six-semester-hour load, one of the core courses (except the accounting core course, MBA 501 may be taken simultaneously with the last remaining survey course.

Group II. Core Courses: The core plan entails 21 semester hours of courses, prescribed as follows:

A. Five of the six courses:

- MBA 501 Managerial Accounting
- MBA 510 Quantitative Methods for Business Decisions
- OR
- MBA 511 Application of Management Science in Business
- MBA 520 Financial Policies of Enterprise
- MBA 530 Marketing Management
- MBA 540 Managerial Economics
- MBA 560 Operations Management

Either MBA 510 or MBA 511 may be selected for the core course in the quantitative area. MBA 510 should be selected by those whose quantitative background

includes only statistics. MBA 511 should be selected by those whose quantitative background includes, in addition to statistics, some calculus to include differentiation and integration. Students should consult with their advisors to determine the appropriate quantitative course. Also, students with a heavy background in other core courses, normally a major or very strong minor in the undergraduate program, may be permitted to use an MBA elective course in lieu of the core course.

B. *One of the following two courses:*

MBA 550 Government and Business

MBA 570 Business and Society

C. MBA 590 Business Policies and Administrative Management

This course may be taken only after the student has completed 21 semester hours of graduate courses exclusive of prerequisite surveys. This course assumes the completion of most of the core course requirements.

Group III. Elective Courses: Three elective courses are required. The student may choose from among all other MBA courses or may take extra core courses as electives. For example, both MBA 550 and MBA 570 may be taken with one counted as an elective. In addition to the MBA courses described in this chapter, the School of Business Administration offers other courses that can be used for graduate credit. These add to the range of electives in management, marketing, finance, accounting, economics, and quantitative analysis. Examples are MGT 410, ACC 413, ACC 414, and MGT 440. Consult with the director of the MBA program. With permission, students may elect courses from the college and other schools of the University when these are appropriate to their education plans.

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

MBA 501, Managerial Accounting, should not be taken before MBA 520, Financial Enterprise, unless MBA 501 is not required of the student.

MBA 510, Quantitative Methods for Business Decisions, or MBA 511, Application of Management Science in Business, should be taken before MBA 540, Managerial Economics. This sequence requirement may be waived where the student's undergraduate quantitative background is strong.

MBA 501 is a prerequisite to MBA 503, Management Information Systems.

MBA 520 and either MBA 510 or MBA 511 are required prerequisites to MBA 521, Problems of Finance.

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

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

MBA 590, Business Policies and Administrative Management, may be taken only after the completion of 21 semester hours of core and elective courses. The 21 semester hours should include at least 12 semester hours of the courses under Group II-A.

Comprehensive Examination

Successful completion of a comprehensive examination is required for graduation. The examination covers basically the core course areas. The areas on the comprehensive examination are: Managerial Accounting, Managerial Economics, Finance, Marketing Management, and Administrative Management. In each area, the scope of the examination corresponds generally with the content of the core courses.

The comprehensive examination is given once during each of the three regular terms. It is normally taken during the student's last term of course work and may not be taken before a student is enrolled in the 30th hour. The student may also take it during the term following the last term of course work.

Individual Research

The MBA program does not require a thesis. Students who have an interest in doing the kind of intensive research and investigation involved in a thesis should note MBA 595, Individual Research. This course may be taken for one to six semester hours. The course may be repeated in taking the maximum six semester hours. For example, the student may do one project for three semester hours credit and a second project on another topic for another three semester hours credit. In all cases, the student considering taking MBA 595 must have the project approved by a faculty advisor and the MBA program director. Approval is obtained by completing a project proposal form available in the MBA office and arranging for a meeting with the MBA Program Director to discuss the proposed project. A faculty advisor will subsequently be assigned, OR, a student may work with a faculty member and then obtain MBA office approval. Approval for the MBA 595 project must be obtained before registering for the course. It is advisable for the student to obtain approval during the term preceeding that in which he or she plans to register for the course. Research may be undertaken only after completion of fifteen hours of the core course requirements.



COURSES OF INSTRUCTION

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

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

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

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

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

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

MBA 503. MANAGEMENT INFORMATION SYSTEMS: The manager's role in setting objectives and controlling the development of management information systems using appropriate data processing equipment and insuring system/organization compatibility. Prerequisite: MBA 501. *3 sem. hrs.*

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

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

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

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

MBA 520. FINANCIAL POLICIES OF ENTERPRISE: Financial analysis, principles of determining corporate asset structure, and principles of financing assets. Capital instruments and markets are covered. Prerequisite: MBA 501. *3 sem. hrs.*

MBA 521. PROBLEMS IN MANAGERIAL FINANCE: In-depth application of financial principles to selected areas. Topics vary. Emphasis may be on working capital management; capital budgeting; cost of capital; the capital asset pricing model; international finance; ratio analysis; or others. Prerequisites: MBA 520 and 510 or 511. *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 530. MARKETING MANAGEMENT: Examination of concepts, theories, facts, and analytical procedures associated with marketing management. Market analysis: consumer behavior, competitor analysis, marketing information systems, marketing research, and demand forecasting; marketing strategy: product, distribution, promotion, and pricing decisions. *3 sem. hrs.*

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

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

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

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

MBA 545. NATIONAL ECONOMIC POLICY AND FORECASTING: 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 500 A or equivalent. *3 sem. hrs.*

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

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

MBA 570. BUSINESS AND SOCIETY: A study of the relationship between business and the social system of which it is a part, with particular attention to critical social issues and their potential impact on the individual firm and the development of corporate policy. *3 sem. hrs.*

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

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

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

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

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

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

MBA 590. BUSINESS POLICIES AND ADMINISTRATIVE MANAGEMENT: The correlation of theory and practice in the development of business policies. Emphasis on the problems of executive management, decision making, and administrative action. Required of all students. *3 sem. hrs.*

MBA 595. INDIVIDUAL RESEARCH: Individual research in subjects encompassed by the MBA curriculum under the guidance and direction of a faculty member. Research may be undertaken on completion of 15 hours of core courses. *1-6 sem. hrs.*

