

**MASTER OF  
BUSINESS ADMINISTRATION**

***INTRODUCTION***

The College of Business Administration offers a Master of **Business Administration** (MBA) degree which prepares students for careers as effective leaders and managers to satisfy the needs of the private and public sectors. The MBA program accepts both business and non-business undergraduate degree holders. Both full-time and part-time students may be admitted to the program. The language of instruction in the program is English.

***PROGRAM REQUIREMENTS***

The program requirements are:

**36 TOTAL DEGREE CREDITS**

**27 COMPULSORY CORE** (Credits in parenthesis)

1015-505	Marketing Management Strategy	(3)
1015-506	Leadership and Organizational Behavior	(3)
1015-507	Strategic Management	(3)
1015-521	Financial Management	(3)
1015-531	Business Statistics	(3)
1015-532	Technology and Operations Management	(3)
1015-541	Financial Reporting and Accounting for Control	(3)
1015-551	Managerial Economics	(3)
1015-555	Research Methods for Business	(3)

**9 ELECTIVE COURSES**

Students may choose to focus on an area of concentration as offered by the College of Business Administration, or select a more broad-based general management curriculum. For a general MBA degree, students may choose ***three*** courses (3 credits each) from a list of elective courses offered by the college. Students wishing to specialize in an area of concentration are required to take ***three*** elective courses in the chosen area of concentration.

Elective course offerings may vary depending on the interest of students and the availability of faculty.

**Note:** With the approval of the program committee, students may substitute up to 3 credit hours with graduate courses from outside the College of Business Administration.

**Management & Marketing:**

1015-508 Organizational Design and Development

1015-509 Managerial Planning and Decision Making  
1015-510 Managing Change in Organizations  
1015-511 Human Resource Management and Development  
1015-512 Entrepreneurship and Creativity  
1015-513 Global Business Environment  
1015-514 Consumer Behavior  
1015-515 Marketing Research  
1015-519 Independent Study

**Finance & Financial Institutions:**

1015-522 International Corporate Finance  
1015-523 Investment Analysis and Portfolio Management  
1015-524 Financial Institutions and Markets  
1015-525 Risk Management  
1015-526 New Venture Finance  
1015-527 Real Estate Appraisal and Investment  
1015-529 Independent Study

**Accounting:**

1015-544 Accounting and Control for Non-Business Organizations  
1015-545 Advanced Financial Statement Analysis  
1015-546 Advanced Topics in Financial Communication and Reporting  
1015-547 Advanced Topics in Auditing  
1015-549 Independent Study

**FOUNDATION COURSES**

A student possessing a non-business undergraduate degree may be admitted conditionally on passing three foundation courses (3 credits each). Any of these courses could be waived by successfully passing a placement examination. The student must obtain an average grade of B (3 points) in the required foundation courses in order to be admitted to the MBA program.

1015-570 Management and Organizational Behavior  
1015-571 Financial and Managerial Accounting  
1015-572 Survey of Economics

**AREAS OF CONCENTRATION:**

Accounting  
Finance  
Management

**COURSE DESCRIPTION****1015-505: MARKETING MANAGEMENT STRATEGY  
CR: 3**

The course provides a managerial orientation to marketing in complex, rapidly changing global environment. The course provides students with a working knowledge of the activities involved in developing marketing programs and strategies to achieve a competitive advantage. Consumer behavior, competitive analysis, environmental analysis, market segmentation, marketing research and other conceptual and analytical tools will be introduced to facilitate the management of markets. Major decisions analyzed include market selection, product development, positioning, pricing, distribution and promotion. The global, ethical and regulatory dimensions of such marketing decisions are emphasized.

**1015-506: LEADERSHIP AND ORGANIZATIONAL BEHAVIOR  
CR: 3**

A comprehensive study of individual and group behavior in work organizations. Behavioral science theories are studied and applied to organizational problems. Topics include perception, values, communication, motivation, group behavior, leadership, and management of conflict, decision-making, power, organizational structure, managing change and the organization environment interaction. Course emphasis is on executive leadership as an essential for making a difference in business, government, and not for profit settings. One objective of this course is to improve inspirational skills to persuade people to focus their efforts towards achieving a shared purpose or goal. A second objective is to improve the ability to manage the dilemmas of leadership.

**1015-507: STRATEGIC MANAGEMENT  
CR: 3**

Analytical, integrative and decision-making skills are developed through case discussions, presentations and written research reports. The objective of the course is to give students exposure to major issues involved in planning, organizing and controlling complex organizations, and to integrate specific tools and visions of functional areas into the larger organization's perspective. Topics include strategy formulation and implementation in domestic and global setting, the

industry and competitors analysis, industry and firm value chain, goal setting, and assessing the impact of globalization and ethics on strategic decision-making.

**1015-521: FINANCIAL MANAGEMENT  
CR: 3**

Provides knowledge and tools to make informed investment and financing decisions. Topics include: capital markets, advanced capital budgeting, asset pricing models, capital structure, dividend policy, working capital management, mergers, restructuring and corporate control, financial risk management, exchange rate systems and international finance.

**1015-531: BUSINESS STATISTICS  
CR: 3**

A focus on the analytical tools of statistics that are applicable to management. Students will learn how to deal with mass data, and convert such data into forms that can easily be utilized by decision-makers. The fundamental concepts and techniques for business data analysis are covered, including: sampling business data, descriptive and inferential statistics, auto-correlation, analysis of variance, Bayesian statistic, model building and regression and time series analysis.

**1015-532: TECHNOLOGY AND OPERATIONS MANAGEMENT  
CR: 3**

A study of the methods used by organizations to design, develop and produce products and services. Managerial approaches for developing effective systems for material and information flow, quality assurance, and implementation of new technologies are analyzed, while taking into account current approaches used by international companies. Topics include: operations strategy, strategic planning of products and services, quality management, statistical quality control, process design, technology management, forecasting, inventory planning and control, and just-in-time systems.

**1015-541: FINANCIAL REPORTING AND ACCOUNTING FOR CONTROL  
CR: 3**

The perspective of the course is that of managers as knowledgeable users of accounting information.

This course develops the necessary concepts and skills to comprehend and use financial statements and management accounting information in decision-making processes. Topics include: the impact of alternative accounting principles on financial statements, management's financial reporting strategy, usefulness of financial statements for assessing profitability and risk and for managerial decisions, cost analysis for decision making and performance evaluation, strategic cost analysis, and management control systems.

**1015-551: MANAGERIAL ECONOMICS**  
**CR: 3**

The course emphasizes the practical application of economic theory to managerial decision making and problem solving. Topics include: an overview of managerial economics, maximization and optimization, decision analysis under risk and uncertainty, demand analysis and the theory of consumer behavior, demand elasticity, empirical demand functions, demand forecasting, the theory of cost, cost analysis and estimation in the short run and in the long run, market structure, competition, monopolistic competition, pricing practices and the impact of government on business today.

**1015-555: RESEARCH METHODS FOR BUSINESS**  
**CR: 3 PR: 1015-531**

This course seeks to provide students with necessary skills and knowledge for successful completion of a piece of research. Topics in the course cover: identifying a research topic, literature review, research ethics, research strategy, sampling, primary and secondary data collection, data analysis and writing up the project.

**Management & Marketing**

**1015-508: ORGANIZATIONAL DESIGN AND DEVELOPMENT**  
**CR: 3**

The course examines various ways to create an organizational structure to operate effectively in different environments. It focuses on key managerial decisions regarding choice environmental niches, structural arrangements, and the design of policies, plans, programs and practices that enhance organizational performance.

**1015-509: MANAGERIAL PLANNING AND DECISION MAKING**  
**CR: 3**

The course introduces the strategies and tactics of managerial planning and the concepts of decision analysis. Topics include: planning structure, strategic, tactical and operational planning, planning techniques, integrating planning with organizational process as decision making models, and techniques, and evaluating decision effectiveness.

**1015-510: MANAGING CHANGE IN ORGANIZATIONS**  
**CR: 3**

The course is an integrated approach to large-scale change in organizations. Change is analyzed from three levels: Top management where planning and vision is critical, middle management where implementation is the focus, and lower levels where receptivity and supervising are the emphasis. Cases are used to develop change management skills that cut across the three levels. The course also covers areas such as analysis and diagnosis, effective communications, employee involvement, and overcoming resistance to change.

**1015-511: HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT**  
**CR: 3**

The course is an in-depth look at the major Human Resource Management and Development (HRMD) systems and their impact on the effectiveness of human resources and organizational performance. It introduces the students to issues in staffing, performance evaluation, career planning, training and compensation from both a technical and strategic perspective. Cases are used to develop HRMD skills, and group discussions to articulate the critical issues of implementing HRMD systems.

**1015-512: ENTREPRENEURSHIP AND CREATIVITY**  
**CR: 3**

This course comprehensively covers the activities required for the formation of new enterprises and certain aspects of managing growing organizations, as well as the determinants and approaches of creativity and innovation related to the entrepreneurial process. It considers topics such as the new venture creation process: business idea generation and evaluation; resource acquisition;

customer identification and selling; developing a business plan; organization building; networking; and the technical issues entrepreneurs face in the legal and accounting areas. Teaching techniques include case studies and discussion, in-class exercises, readings, guest speakers, and developing and presenting a business plan .

**1015-513: GLOBAL BUSINESS ENVIRONMENT  
CR: 3**

The course deals with the special issues and problems of managing organizations with cross-border business transactions. Global strategic processes are reviewed. The topics include: planning, organizing and controlling international business operations, human resources, cross-cultural issues, joint ventures and international negotiations.

**1015-514: CONSUMER BEHAVIOR  
CR: 3**

The course provides students with the appropriate tools to understand customers. The course covers the models, concepts and frameworks that explain how people behave as customers of goods and services. An emphasis on how to apply these ideas to marketing strategy and tactics is placed.

**1015-515: MARKETING RESEARCH  
CR: 3**

The course provides students with a systematic approach for conducting marketing research. Topics include: methods of measuring, examining and predicting factors that affect the marketing process, the aspects of the research process, including problem formulation, research design, data collection methods, sampling, statistical analysis, and results presentation.

**Finance & Financial Institutions:**

**1015-522: INTERNATIONAL CORPORATE FINANCE  
CR: 3**

An introduction to value-maximization and risk management in firms with emphasis on multinational corporations. Concepts from finance are used to analyze the cost of capital, direct foreign investment, foreign exchange exposure, risk hedging, and international capital budgeting. Emphasis is on applying economic and financial theory to management decisions through a series of assignments and case studies.

**1015-523: INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT  
CR: 3**

Study of the basic theory and practice of security valuation and investment management. Topics include security and portfolio analysis, selection of investment media and measurement of performance.

**1015-524: FINANCIAL INSTITUTIONS AND MARKETS  
CR: 3**

Analyzes the management and operations of firms in the financial services industry, and studies the competitive money and capital markets in which they operate. Risk management in the financial institution is emphasized in detail using a variety of techniques.

**1015-525: RISK MANAGEMENT  
CR: 3**

Discusses the use of financial contracts in managing some of the risks associated with business and investment. Theoretical issues are discussed to provide a basis for understanding the practical uses of these securities. Also, the course is designed to provide students with the skills necessary to identify business loss exposures and analyze various risk financing and control techniques. Topics include: loss control, self-insurance, options, study of the insurance institution, and fundamentals of insurance.

**1015-526: NEW VENTURE FINANCE  
CR: 3**

Studies the problems of valuing and financing new ventures. Considerable emphasis is placed on deal structuring, both within a case and project context. Valuing a local new venture as well as developing a detailed financial plan, including a recommended deal structure.

**1015-527: REAL ESTATE APPRAISAL AND INVESTMENT  
CR: 3**

Study of the setting and measurement of property values in real estate markets and an analysis of real estate as an investment. Debt and equity financing of residential and commercial properties, to go with style of mortgages markets and instruments, lender and investor decisions in real estate financing.

**Accounting:**

**1015-544: ACCOUNTING AND CONTROL FOR NON-BUSINESS ORGANIZATIONS**  
**CR: 3**

Preparation of financial statements for non-business organizations, and use of accounting information for managerial decision-making, planning and control. Lectures and case studies of governmental entities, schools, hospitals and other non-business institutions.

**1015-545: ADVANCED FINANCIAL STATEMENT ANALYSIS**  
**CR: 3**

This course provides an in-depth study of the concepts, skills and tools needed to interpret and analyze financial statements. Topics include: assessing the profitability and risk of healthy and distressed firms, analysis of corporate acquisition, analysis of multinational operations, derivatives and hedging activities, analyzing pro forma financial statements and their use in valuation and industry analyses.

**1015-546: ADVANCED TOPICS IN FINANCIAL COMMUNICATION AND REPORTING**  
**CR: 3**

A focus on the impact of economic events such as mergers and acquisitions, divestitures, bankruptcies, and foreign currency transactions on the firm's external accounting reports. Specialized financial contracts, such as: swaps, forward and futures contracts, and off balance sheet financing are analyzed.

**1015-547: ADVANCED TOPICS IN AUDITING**  
**CR: 3**

Considers special auditing topics announced each semester. Topics may include: appraisal of current auditing standards for examining corporate financial statements, concepts and techniques of organizational auditing as an extension of financial audit methodology, nature of evidence in the audit, significance of statistical sampling, ethical conduct in professions, and problems in auditing computerized systems.

**Foundation Courses:**

**1015-570: MANAGEMENT AND ORGANIZATIONAL BEHAVIOR**  
**CR: 3**

A survey of the main approaches and perspectives of management and their theoretical and empirical implications. The course also covers the major determinants of organizational behavior and performance. Topics include: the classical management approach, the behavioral management approach, the quantitative management approach, the contingency perspective, the system's perspective, individual behavior, group behavior and organization behavior.

**1015-571: FINANCIAL AND MANAGERIAL ACCOUNTING**  
**CR: 3**

Provides a framework for the preparation and interpretation of corporate accounting reports. The primary emphasis will be on the accounting cycle, financial statement disclosure and how accounting is intrinsically linked to operating, investing and financing activities. An introduction to product-cost determination and the uses of cost analysis in management decision-making are covered.

**1015-572: SURVEY OF ECONOMICS**  
**CR: 3**

A survey of economics from a managerial perspective. The course examines macroeconomic and microeconomic theories relevant to today's business environment. Topics include an overview of macroeconomics, measuring national output and income, consumption and investment fundamentals of aggregate supply and demand, the multiplier model, money and commercial banking and monetary policy, economic growth, unemployment and inflation. Additionally, an analysis of microeconomics examines topics such as supply and demand in individual markets, theory of consumer behavior, theory of the firm, theories of price, cost, production, and organization structures.