

MASTER OF BUSINESS ADMINISTRATION

Program Director

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Program Description

The Master of Business Administration program is designed to prepare individuals for increasing levels of managerial and leadership responsibilities.

The program helps qualified individuals to develop their understanding of decision making, management, leadership, and business strategy & policy concepts, and how to apply these across a variety of business contexts.

Accreditation

The Master of Business Administration program is fully accredited by the Association to Advance Collegiate Schools of Business (AACSB) International. Fewer than one-third of the 1200 business schools in the United States have earned this prestigious accreditation.

Admission Requirements

Admission Criteria: Response to COVID-19 Pandemic (In effect May 2020 to May 2021)

In response to the COVID-19 pandemic, YSU is expanding the opportunity to earn a Master of Business Administration (MBA). The admission criteria to the program have been revised to create more pathways to admission to increase the opportunity for, and access to, an outstanding educational experience.

The MBA Program offers applicants multiple pathways to admission, many of which do not require a standardized test score and/or full-time professional work experience.

For *Regular Admission*, applicants must meet one of four criteria:

1. Earned an undergraduate degree in business, economics, or S.T.E.M. [3], with a 3.0+ GPA. No work experience or standardized test score required.
2. Earned an undergraduate degree in a discipline other than business, economics, or S.T.E.M.[3], with a 2.7+ GPA and a minimum of 2 years full-time professional work experience^[1]. No standardized test score required.
3. Earned a graduate or terminal degree (e.g., PhD, MD, or JD) in any field. No work experience or standardized test required.
4. Earned an active professional certification[2]. No work experience or standardized test score required.

For *Provisional Admission*, applicants must meet one of two criteria:

1. Earned an undergraduate degree (in any field), with a 2.70 to 2.99 GPA and a GMAT (or GRE equivalent) score of 500. No work experience required.
2. Earned an undergraduate degree (in any field), with a 2.5 – 2.7 GPA and a minimum of 5 years of full-time professional work experience. ^[1] No standardized test score required.

^[1] Professional/managerial experience is determined using an applicant's chronological resume and any requested supporting documents. Professional/managerial experience is not simply a count of the years of employment, but strongly considers the relevance of the full-time experience as it relates to the nature of the program. This is typically demonstrated through a history of full-time positions where an applicant has documentable experience of overseeing people, projects, operations, and/or customer accounts. For strong applicants, the work experience qualification is supported by a career progression evidenced by increased roles, responsibilities, accomplishments and/or formal promotions. **Please note:** the chronological resume should not include non-professional positions, part-time (i.e., less than 40 hours per week) professional positions, volunteerism, or internships. These types of work are not considered in assessing the professional/managerial experience criteria.

^[2] List of professional certifications eligible for waiver approval: CPA, CFA, CMA, PMP, Six Sigma Black Belt, SHRM-CP, and SHRM-SCP.

^[3] S.T.E.M. is collective term for the disciplines of science, technology, engineering and math. S.T.E.M. degrees include: physics, actuarial science, chemistry, biology, mathematics, applied mathematics, statistics, computer science, computational science, psychology, biochemistry, robotics, computer engineering, electrical engineering, electronics, mechanical engineering, industrial engineering, information science, information technology, civil engineering, aerospace engineering, chemical engineering, astrophysics, astronomy, optics, nanotechnology, nuclear physics, mathematical biology, operations research, neurobiology, biomechanics, bioinformatics, acoustical engineering, geographic information systems, atmospheric sciences, educational/instructional technology, software engineering, and educational research.

Admission standards to resume after May 2021:

In addition to the minimum requirements for admission to the YSU College of Graduate Studies, admission to the MBA program is based on a determination of the applicant's professional work experiences and a determination of readiness for the program. This determination incorporates applicant's:

1. cumulative, undergraduate GPA
2. the nature and years of relevant, full-time, managerial and/or professional work experience¹

Considering these factors, an applicant has two paths to admission.

Experienced Professional Path

For *Regular Admission*, an applicant must meet one of the following criteria:

- 3.00 - 4.00 GPA: 3 years of full-time professional and/or managerial work experience¹, OR
- 2.70 - 2.99 GPA: 5 years of full-time professional and/or managerial¹, OR
- 2.70 - 4.00 GPA: An active professional certification from the approved certification list³
- 2.70 - 4.00 GPA: Successfully completed another graduate or a terminal degree (e.g., PhD, MD, or JD).

Traditional Path

For *Regular Admission*, an applicant must meet BOTH of the following criteria:

1. GPA of 3.25 or higher
2. GMAT (or GRE equivalent) score of 500 (or higher)

For *Provisional Admission*, an applicant must meet ALL THREE of the following criteria:

1. GPA of 2.7 to 3.24
2. GMAT (or GRE equivalent) score of 450 (or higher)
3. 2 years of full-time professional and/or managerial work experience¹

Additional Requirements (all)

- current chronological resume², which details full-time professional/managerial experience

¹ Professional/managerial experience is determined using an applicant's chronological resume and any requested supporting documents. Professional/managerial experience is not simply a count of the years of employment, but strongly considers the relevance of the full-time professional/managerial experience as it relates to the nature of the program. The relevance is typically demonstrated through a history of full-time positions where an applicant has documentable experience of overseeing people, projects, operations, and/or customer accounts. For strong applicants, the work experience qualification is supported by a career progression evidenced by a history of increased roles, responsibilities, accomplishments and/or formal promotions.

² Please note, the chronological resume should not include non-professional positions, part-time (i.e., less than 40 hours per week) professional positions, volunteerism, or internships. These types of work are not considered in assessing the professional/managerial experience criteria.

³ Professional Certification List: CFA (Chartered Financial Analyst), CFP (Certified Financial Planner), CPA (Certified Public Accountant)(CPA), CSM (Certified ScrumMaster), Lean Black Belt (certified by either ASQ or IISE), PMI PMP, SHRM-CP, SHRM-SCP, Six Sigma Black Belt (certified by either ASQ or IISE).

Graduate Faculty

Rebecca Lee Badawy, Ph.D., Associate Professor

Identity; imposter phenomenon; person-environment fit; leadership; social influence

Patrick J. Bateman, Ph.D., Professor

Social media; privacy and publicness on the Internet; E-commerce; online communities; social and immersive computing environments (e.g., virtual worlds); computer mediated communication; business use of information systems

Huaiyu (Peter) Chen, Ph.D., Associate Professor

Equity market; abnormal return

Ramesh Dangol, Ph.D., Associate Professor

Strategic management; dynamic capabilities; entrepreneurial opportunity recognition; firm failures

Rangamohan V. Eunni, D.B.A., Professor

Strategic management; international strategy; emerging markets

Kendra Fowler, Ph.D., Associate Professor

Services marketing; retailing

Guohong (Helen) Han-Haas, Ph.D., Professor

Leadership and diversity; employee attitudes and team development; social network and multilevel studies

Deepa Gopal Iyer, Ph.D., Assistant Professor

Open innovation; complexity in IS; IS design; requirements engineering; big data; IS security

Birsan Karpak, D.B.A., Professor

Management science; operations management

Bruce Keillor, Ph.D., Professor, Acting Chair

Marketing strategy; firm-level political strategy; cross-cultural marketing

Karin A. Petruska, Ph.D., Professor

Financial accounting and reporting; international accounting; earnings quality and disclosure; analyst following; forensic accounting

Christina Saenger, Ph.D., Associate Professor

Consumer behavior; social media; identity; branding

Jeremy T. Schwartz, Ph.D., Associate Professor, Acting Director

Practice-based case studies; public pensions

Doori Song, Ph.D., Associate Professor

Advertising effect; consumer motivation; information processing; emerging media

Emre Ulusoy, Ph.D., Associate Professor

Contemporary consumption; consumer sociology

Ying Wang, Ph.D., Professor

Integrated marketing communication; brand communication; international marketing; e-marketing

The MBA program is delivered in two modalities of delivery: 100% online and hybrid-campus. Regardless of the modality of delivery, the program is designed to prepare individuals for increasing levels of managerial and leadership responsibilities.

The 30 credit hour degree is achieved by successfully completing:

100% Online

1. the MBA core,
2. a required concentration in Leadership, and
3. a additional concentration in one of the several available areas.

COURSE	TITLE	S.H.
MBA Core		
OMBA 6921	Industrial Economics	3
OMBA 6922	Cost Based Decision Making	3
OMBA 6923	Corporate Financial Management	3
OMBA 6944	Operations & Supply Chain Management	3
OMBA 6955	Marketing Strategy	3
OMBA 6975	Business Policy and Strategy	3
CONCENTRATION-REQUIRED		
Concentration: Leadership		
OMBA 6940	Leadership	3
OMBA 6941	Managing Organizational Talent	3
CONCENTRATION-CHOICE (select a concentration)		
Concentration: Digital Marketing		
OMBA 6953	Consumers in a Digital World	
OMBA 6954	Digital Marketing	
Concentration: Healthcare Management		
OMBA 6962	Health Care Reform	
OMBA 6992	Health and Human Services Planning and Fiscal Management	
Total Semester Hours		30

Campus-hybrid

1. the MBA core, and
2. a required concentration in Leadership.

Course List

COURSE	TITLE	S.H.
MBA Core		
ECON 6921	Economic Analysis of Markets and Industries	3
ACCT 6922	Cost Based Decision Making	3
FIN 6923	Corporate Financial Management	3
MGT 6944	Managing Business Processes	3
MGT 6947	Managing Information & Technology	3
MGT 6948	Project Management	3

MKTG 6975	Applied Marketing Strategy	3
MGT 6975	Strategic Management	3
LEADERSHIP CONCENTRATION (REQUIRED)		
MGT 6930	Managing and Leading in Organizations	3
MGT 6941	Managing Organizational Talent	3
Total Semester Hours		30

¹ All applicants must submit a resume providing detail of their work experience. The resume will be reviewed to evaluate the relevance of full-time, managerial and/or professional work experience. Applicants are automatically admitted into the MBA program with regular status if they have earned a: terminal degree (PhD, MD, or JD) in any discipline, or a master's degree for an accredited U.S. college or university.

Learning Outcomes

The Williamson MBA prepares our graduates to be successful:

- Managers, knowledgeable of core business processes, issues, and environments.
- Decision Makers, able to utilize analytical methods to interpret information and business situations.
- Strategic Thinkers, able to evaluate complex business situations.
- Leaders, versed in techniques for motivating and influencing others to achieve business goals.

Graduate Courses

BUS 6920 Global Business Environment 3 s.h.

The environments and operating issues affecting firms doing business in the global arena. Economic, cultural, political, legal, and competitive environments are covered, along with the global management of functional areas including finance, marketing, operations, and human resources.

Prereq.: Completion of all level I MBA coursework, MGT 6921, MKTG 6942, FIN 6921.

Cross listed with FIN 6920 and MKTG 6920 3 s.

BUS 6940 Data Analytics and Data Management 3 s.h.

Course emphasis is on knowledge and skills required by accountants and managers to collect, manage, analyze extremely large volumes of data in various formats from numerous sources. Focus will be given to results that management of data brings to an organization. It will cover a broad spectrum of topics chosen from the following: predictive analytics, enterprise architecture, security, knowledge through data discovery, data visualization, ethics data quality, advanced data modeling. It will include hands-on use of available software found in industry practices, with an emphasis on spreadsheets.

FIN 6900 Financial Accounting and Finance for Decision Making 4 s.h.

A survey of the fundamental concepts of financial accounting employed by general managers. Additionally, a survey of the concepts, principles, and practices of financial management used by general managers and the links between the two types of information. Permit required.

FIN 6902 Financial Accounting and Finance for Decision Making 1-2 s.h.

Participants be able to utilize foundational concepts of accounting and finance so they are able to use financial statements to determine the condition of a business. Further, participants will learn how to utilize key financial ratios, which capture key elements of a firm's performance, to be better positioned to make more informed decisions.

Prereq.: Graduate standing.

FIN 6910 Business Internship 1-3 s.h.

Provides graduate students the opportunity to relate theory to practice through on-the-job work experience with a participating organization. The internship will serve as an elective MBA course.

Prereq.: Completion of level I MBA coursework and six semester hours of level II MBA coursework.

FIN 6912 Financial Statement Analysis 2 s.h.

This course provides an understanding of financial analysis with emphasis upon decision making. Annual reports and mini-cases involving real companies are used to illustrate important concepts and financial analysis techniques. Major topics include the analysis of the income statement, cash flow statement, balance sheet, and detailed examination of various financial ratios and their significance.

Prereq.: Graduate standing and FIN 6902.

FIN 6923 Corporate Financial Management 3 s.h.

Participants will gain an understanding of financial analysis techniques that are used when evaluating businesses, projects, budgets and other related decisions. Participants will develop a set of analytical tools for conducting historical analysis (analysis of the income statement, cash flow statement, balance sheet, interpretation of various financial ratios) as well tools associated with capital budgeting, capital structure and cost of acquiring capital.

Prereq.: Graduate Standing.

FIN 6924 Securities Analysis 3 s.h.

The major emphasis will be an in-depth, fundamental analysis of the investment merits of the common stock of a firm. This study will be accomplished by applying the appropriate analytical principles and valuation techniques to the firm's financial statements. A research paper will be required.

Prereq.: FIN 6923.

FIN 6939 Multinational Accounting and Finance 3 s.h.

A cross-functional examination of selected topics in international accounting and finance with emphasis on developing research and problem-solving skills. Cases will be presented that teach the strategy and tactics of multinational corporate reporting and financial management.

Prereq.: FIN 6923.

FIN 6945 Business Valuation 3 s.h.

A study of business valuation techniques currently used in valuing publicly traded and private equity.

Prereq.: "C" or better in FIN 3720 or FIN 6900.

FIN 6953 Advanced Financial Analysis 3 s.h.

Applications of financial analysis to business consulting. Includes case studies and practical implementation strategies.

Prereq.: FIN 6923.

FIN 6968 Special Topics in Finance 1-3 s.h.

Topics may vary from semester to semester and will be announced with prerequisites and hours. May be repeated.

FIN 6970 Seminar in Finance 3 s.h.

Specific topics selected by the staff from timely and controversial work published in the field.

Prereq.: All core courses, plus at least six hours (6900-level) in the finance concentration, or permission of instructor.

FIN 6996 Research Problems 1-4 s.h.

Special research project under the supervision of a graduate faculty member. Credit will be determined in each case in light of the nature and extent of the project.

Prereq.: Fifteen hours of level II MBA coursework or permission of MBA director.

MBA 6911 Integrated Business Solutions 2 s.h.

Become a successful manager or executive, requires one to be adept at: identify/define a business problem, generating appropriate solutions, evaluating solutions, and selecting an appropriate solution, given their understanding of the problem and the dynamics of a business and the environment in which it operates. In this course you will learn concepts and techniques that will provide a strong foundation and developing these abilities. Program - MBA or General Business.

Prereq.: Graduate standing.

MBA 6931 Professional Communication 1-2 s.h.

Effective communication is a critical component for success in the workplace. Participants will learn to design effective messages, both written and oral, for a variety of business audiences and environments. Additionally, participants will be able to manage other issues relevant to business communication, such as reputation management, employee communication and crisis management.

Prereq.: Graduate standing.

MBA 6932 Professionalism & Career Management 1 s.h.

Participants will learn how to effectively present themselves in the workplace and position themselves for new opportunities - either through advancement or with a new organization. Participants will be able to analyze career choices through a focus on assessments and experiences, engage in more effective job search to find a career that reflects their values, skills and interests.

Prereq.: Graduate standing.

MBA 6933 Business Ethics and Social Responsibility 2 s.h.

Today, businesses must operate in increasingly complex environments, requiring their leaders to make decisions with considerations other than just 'the bottom line.' Participants will be able to better understand their personal and social responsibilities as business managers. In addition, participants will be equipped to not only recognize ethical issues, but to react to them by applying ethical decision-making models.

Prereq.: Graduate standing.

MBA 6970 Global Business 2 s.h.

Economic, cultural, political and legal differences across countries create unique challenges in today's global business landscape. To become more effective managers in this global arena, participants will examine how these issues impact the management of finance, marketing, operations and human resources.

Prereq.: Graduate standing.

MBA 6977 Comprehensive Business Analysis 1-2 s.h.

To demonstrate a mastery of core business concepts learned throughout the MBA, participants will utilize knowledge and capabilities gained throughout the program to analyze, synthesize and present recommendations in the areas of: managing, decision making, leadership, and strategic thinking.

Prereq.: MGT 6975 or concurrent.

MGT 5835 Systems Analysis and Design 3 s.h.

Information systems and system development life cycle (SDLC) sizing tools and techniques used to document an information system.

Prereq.: MGT 3761 AND 2.5 GPA.

MGT 5845 Work in America 3 s.h.

Examines the changing characteristics, expectations, and representations of work in America. Includes the exploration of demographic, historic, economic, technological, sociological, religious, ethical, popular, and poetic perspectives on work.

Prereq.: MGT 3715 or Junior standing and 6 s.h. of GER approved SI courses.

MGT 5865 Database Management Systems 3 s.h.

Design and management of organizational data resources. Database issues include design, definition, creation, documentation update, maintenance, revision, selection, acquisition, and use. The implementation of the hierarchical, network, and relational models with emphasis on business applications.

Prereq.: MGT 3761 and 2.5 GPA.

MGT 6910 Business Internship 1-3 s.h.

Provides graduate students the opportunity to relate theory to practice through on-the-job work experience with a participating organization. The internship will serve as an elective MBA course.

Prereq.: Completion of level I MBA coursework and six semester hours of level II MBA coursework.

MGT 6926 Business Analytics 3 s.h.

Application of computer-based, mathematical modeling techniques to support managerial decision making, with emphasis on problem formation, sensitivity analysis, and other aspects of model interpretation.

Prereq.: Graduate Standing.

MGT 6930 Managing and Leading in Organizations 3 s.h.

Participants will learn principle techniques and develop capabilities to allow them to become better managers. Key to this ability of being a strong manager and leader is an understanding of the interrelationship of organizational functions embodied through organization design, enhancing employee productivity, communication, authority-power relationships, group behavior, and leading organizational change.

Prereq.: Graduate standing.

MGT 6941 Managing Organizational Talent 3 s.h.

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Prereq.: Graduate standing

MGT 6944 Managing Business Processes 3 s.h.

Participants will learn techniques and develop capabilities that will facilitate the management of business processes through the examination of product design and selection, plant layout, aggregated planning, scheduling and quality control.

Prereq.: MGT 6926.

MGT 6945 Business Process Integration 3 s.h.

This course examines the forces driving enterprise integration as well as the management decisions associated with the design and implementation of enterprise systems. Students successfully completing this course will have a thorough understanding of enterprise integration as well as practical experience configuring and using SAP/ERP, the leading enterprise resource planning system.

Prereq.: FIN 6902.

MGT 6946 Supply Chain Management 3 s.h.

This course covers a number of supply-chain related topics including: Inventory Models (consumption-based planning), Advanced Purchasing exercises, MRP, and Repetitive Manufacturing.

Prereq.: MGT 6944.

MGT 6947 Managing Information & Technology 3 s.h.

Information and technology are indispensable tools for creating business efficiencies, serving customers, and generating business opportunities. With these outcomes in focus, participants will develop capabilities that allow them to better manage the design, implementation, and utilization of information systems to create organizational value.

Prereq.: Graduate standing.

MGT 6948 Project Management 3 s.h.

Participants will develop core-capabilities of a project manager, including the ability to plan, schedule, control, allocate resources, and assess performance of organizational projects. By focusing on work breakdown structures, scheduling, PERT/CPM, controlling and managing costs, project termination, and risk management, participants will obtain a working-knowledge of fulfilling the role of project manager.

Prereq.: Graduate standing.

MGT 6954 International Management 3 s.h.

Planning, organizing, and control within the context of a multinational corporation, with emphasis upon problems of adaptation to different sociological, cultural, legal, political, and economic environmental characteristics.

Prereq.: MGT 6961, plus six semester hours of level II MBA coursework.

MGT 6958 Managing in Emerging Economies 3 s.h.

This course focuses on the macro and competitive environments in selected emerging markets, the unique institutional and regulatory factors influencing in these markets, and the strategic and operational approaches required to succeed in these markets.

Prereq.: Completion of level I MBA coursework and 6 hours of level II MBA coursework.

MGT 6960 Strategic Issues Facing Multinational Enterprises in the 21st Century 3 s.h.

This course focuses on strategic issues facing multinational enterprises to enable students to gain insight into a range of conceptual models and empirical methodologies in the field of global strategic management and to apply these concepts and models in the analysis of practical case situations.

Prereq.: MBA 6970.

MGT 6968 Special Topics in Management 1-3 s.h.

Topics may vary from semester to semester and will be announced along with prerequisites and hours. May be repeated.

MGT 6970 Entrepreneurship 3 s.h.

An in-depth analysis of the elements of entrepreneurship, the process of planning and starting a business, the cross-functional skills required to manage a successful start-up, and the special circumstances of small business management.

Prereq.: Six semester hours of level II MBA coursework.

MGT 6975 Strategic Management 3 s.h.

With an emphasis on problems of executive management, decision making, and administrative action, participants will develop strategic thinking capabilities through an examination of the design, implementation, and evaluation of business strategy and policy. Must be taken concurrently with MGT 6976. Minimum 3.0 GPA.

Prereq.: FIN 6923, MGT 6930, MGT 6944, MKTG 6975.

MGT 6976 Strategic Consulting Project 3 s.h.

An applied learning experience in which participants utilize knowledge and capabilities gained throughout the MBA program to engage in collaborative consultation with a business. The focus is on the development of strategic recommendations that will assist the client organization in addressing existing and emerging challenges.

Prereq.: Must be taken concurrently with MGT 6975.

MGT 6996 Research Problems 1-3 s.h.

Special research project under the supervision of a graduate faculty member. Credit will be determined in each case in light of the nature and extent of the project.

Prereq.: Fifteen hours of level II MBA courses or permission of MBA director.

MKTG 6910 Business Internship 1-3 s.h.

Provides graduate students the opportunity to relate theory to practice through on-the-job work experience with a participating organization. The internship will serve as an elective MBA course.

Prereq.: Completion of level I MBA coursework and six semester hours of level II MBA coursework.

MKTG 6943 Consumer & Product Management 3 s.h.

An applied examination of marketing as a business process by which products are matched with markets and through which transfers of ownership are affected.

Prereq.: Graduate standing.

MKTG 6948 Global Marketing Communication 2 s.h.

The course explores how culture and globalization impact marketing and communication activities of companies operating in multiple markets or multinational companies entering or operating in countries outside their home market. Provide extensive understanding of the issues and challenges in marketing communication through a global perspective.

Prereq.: MKTG 3703 or MKTG 6975.

MKTG 6951 Export Strategy 3 s.h.

The student will learn how to manage and operate an export-based business. The focus will be on identifying local products, local companies, and an international opportunity to export by researching a specific market and working directly with a local firm.

MKTG 6968 Special Topics in Marketing 1-3 s.h.

Topics may vary from semester to semester and will be announced along with prerequisites and hours. Course may be repeated.

MKTG 69680 Special Topics in Marketing Advanced Consumer Behavior 1-3 s.h.

Topics may vary from semester to semester and will be announced along with prerequisites and hours. Course may be repeated.

MKTG 6975 Applied Marketing Strategy 3 s.h.

Through applied learning experiences, students develop abilities to analyze markets, plan, design and implement effective marketing strategies in the areas of product, promotion, pricing, and distribution. Emphasis is on the integration of the marketing function with other business activities.

Prereq.: Graduate Standing.

MKTG 6996 Research Problems 1-5 s.h.

Special research project under the supervision of a graduate faculty member. Credit will be determined in each case in light of the nature and extent of the project.

Prereq.: Fifteen hours of level II MBA coursework or permission of MBA director.