MASTER OF BUSINESS ADMINISTRATION

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Program Description
The Master of Business Administration program is designed primarily to prepare individuals for increasing levels of managerial responsibilities and executive positions. The program provides qualified individuals with a working knowledge of accounting, finance, management, and marketing, as well as their interrelationships and applications. Through immersion in real-world problems and leadership practice, individuals develop the skills and confidence to face challenges in any functional area. M.B.A. graduates are educated to be capable of identifying complex problems, conducting critical analyses, and making informed and ethical decisions in the dynamic global environment.

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
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 experience

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 experience
• 2.70 - 2.99 GPA; 6 years of full-time professional and/or managerial work experience
• 2.70 - 4.00 GPA; An active professional certification from the approved certification list
• 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 experience

Additional Requirements (all)
• current professional resume (chronological)
• 200-400 word essay stating professional goals and objectives

1 “Work experience” is not simply a count of the years of employment, but also strongly considers the nature of the full-time professional experience as it relate to the program. The relevance of the nature is typically demonstrated through a history of full-time positions where an applicant has documentable experience of overseeing people, projects, or operations. For strong applicants, the work experience qualification is supported by a history of increased roles and/or responsibilities, which are commonly accompanied by formal promotions.

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

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, Chair
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

Birsen Karpak, D.B.A., Professor
Management science; operations management

Bruce Keillor, Ph.D., Professor, 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
The Williamson MBA prepares our graduates to be successful:

Learning Outcomes

The Williamson MBA prepares our graduates to be successful:

- Decision Makers, skilled at utilizing analytical abilities to interpret information, diagnose business problems, and evaluate value creating solutions.
- Managers, proficient at effectively communicating (both verbal and written) analyses and recommendations, based on their knowledge of core business processes, issues, and environments.
- Strategic Thinkers, adept at formulating solutions, and making recommendations, that address complex business problems and capitalize on new opportunities.
- Leaders, capable of directing, and working with, teams to achieve business objectives.

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 6929 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 will 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.**
Financial numbers can provide great insight to help guide and inform decisions. Participants will learn to use concepts and techniques of financial analysis to analyze reports and mini-cases of real companies to determine their financial health. 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 2 s.h.**
Participants will develop a working knowledge of corporate financial issues and apply analytical tools to make better corporate financial decisions.

**Prereq.:** FIN 6902.
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 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 2 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 2 s.h.

MGT 6930 Managing and Leading in Organizations 2 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 2 s.h.
The study of individual and group motivation theories as applied to organizations with the intention of extracting optimum performance. Topics include strategic human resource management, recruitment, selection, employee testing, performance appraisal, and the design of appropriate reward systems.
Prereq.: Graduate standing.
MGT 6944 Managing Business Processes 2 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 2 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 2 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 2 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 2 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 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 2 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 6944.

MGT 6976 Strategic Consulting Project 2 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 2 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 6949 International Marketing Management 3 s.h.
The functions, problems, and decision-making processes of marketing executives in business organizations involved in foreign markets are studied. Students are given the opportunity to develop foreign market evaluations applying classroom knowledge to practical decision problems. Involvement of the student on an individual basis is stressed.
Prereq.: 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 6968I Special Topics in Marketing Effective Data Interpretation and Reporting 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 2 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.: MKTG 6943.
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.