MASTER OF BUSINESS ADMINISTRATION

Program Director
Dr. Patrick J. Bateman
3354 Williamson Hall
(330) 941-3524
pjbateman@ysu.edu

M.B.A. Coordinator
Monique Bradford
1120 Williamson Hall
(330) 941-3069
mrbradford@ysu.edu

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.

The program is delivered in a fully online format (https://online.ysu.edu/degrees/business/mba/).

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
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 full-time professional 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 score 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 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.

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

Jeong Hoon Choi, Ph.D., Associate Professor
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

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
Consumer behavior; social media; identity; branding

Jeremy T. Schwartz, Ph.D., Associate Professor, Director
Practice-based case studies; public pensions

Doori Song, Ph.D., Associate Professor
Advertising effect; consumer motivation; information processing; emerging media

Ying Wang, Ph.D., Professor
Integrated marketing communication; brand communication; international marketing; e-marketing

Rongyao (Gloria) Zhang, Ph.D., Assistant Professor

The MBA program is delivered in two modalities of delivery: 100% online and flex-campus (admission is on hiatus for the 2022-2023 academic year). 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 (8 courses, 30 credit hours), and
2. a specialization (2 specific courses, 6 hours) or the general option (2 courses, 6 hours)

<table>
<thead>
<tr>
<th>COURSE</th>
<th>TITLE</th>
<th>S.H.</th>
</tr>
</thead>
<tbody>
<tr>
<td>OMBA 6921</td>
<td>Industrial Economics</td>
<td>3</td>
</tr>
<tr>
<td>OMBA 6922</td>
<td>Cost Based Decision Making</td>
<td>3</td>
</tr>
<tr>
<td>OMBA 6923</td>
<td>Corporate Financial Management</td>
<td>3</td>
</tr>
<tr>
<td>OMBA 6940</td>
<td>Leadership</td>
<td>3</td>
</tr>
<tr>
<td>OMBA 6941</td>
<td>Managing Organizational Talent</td>
<td>3</td>
</tr>
<tr>
<td>OMBA 6944</td>
<td>Operations &amp; Supply Chain Management</td>
<td>3</td>
</tr>
<tr>
<td>OMBA 6955</td>
<td>Marketing Strategy</td>
<td>3</td>
</tr>
<tr>
<td>OMBA 6975</td>
<td>Business Policy and Strategy</td>
<td>3</td>
</tr>
</tbody>
</table>

SPECIALIZATION OR GENERAL (only one option can be selected) 6

Marketing (Specialization)
OMBA 6953 Consumers in a Digital World
OMBA 6954 Digital Marketing

OR
Healthcare Management (Specialization)
OMBA 6962 Health Care Reform
OMBA 6992 Health and Human Services Planning and Fiscal Management

OR

General

To fulfill general requirements, students must complete six (6) credits of coursework in addition to the core. These courses come from: the specialization courses listed above (OMBA 6953, OMBA 6954, OMBA 6962, OMBA 6992). In addition, students may complete other PRE-APPROVED, GRADUATE LEVEL coursework (approval must be applied for prior to registering for the course and allowed on extremely limited basis). Graduate-level transfer credit is also accepted (student must request for the approval of transfer credit, which requires submission of course syllabi for evaluation).

Total Semester Hours 30

FLEX-CAMPUS (HYBRID) (Applications to this option are currently on hiatus.)
1. the MBA core, and
2. a required specialization in Leadership.

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 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.

Course List
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
congrunation, 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  3 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 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 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.

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 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.

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 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.