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.

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 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.

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)

**LEADERSHIP SPECIALIZATION (REQUIRED)**
- **OMBA 6941** Managing Information & Technology 3
- **OMBA 6944** Cost Based Decision Making 3
- **OMBA 6947** Consumer Motivation 3
- **OMBA 6948** Managing Business Processes 3
- **OMBA 6953** Applied Marketing Strategy 3
- **OMBA 6954** Marketing Strategy 3
- **OMBA 6955** Managing Organizational Talent 3
- **OMBA 6962** Managing Organizational Talent 3
- **OMBA 6963** Managing and Leading in Organizations 3

**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.

**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.

**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 as 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  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.