

**BUSINESS: GRADUATE PROGRAM****Office:** Charter Hall 129, 537-6223**Admission:** Graduate Admission Office, 1-800-642-0684 ext. 6819**Faculty:** Will Thomas (Program Director), Raphael Onyeaghala, Mark Goodenow,  
John Gochenouer, Stacy Ball-Elias, Mike Rich, Elina Ibrayeva, Susan Jones,  
Matthew Walker, Stephen Davis, John Kim, Douglas L. Simon,  
David Patterson, Gerald Toland**Department:** Business and Public Affairs

The M.B.A. is designed to help working individuals acquire the knowledge and skills that they will need for professional advancement within their organizations. Students can pursue graduate education while maintaining ongoing responsibilities. Classes are scheduled for weekday evenings, online or on weekends for the convenience of the students who have home and work obligations.

The program's curriculum is designed to meet the management needs of organizations now and in the future. The enhancement of a person's managerial, financial and market decision-making abilities is at the core of our curriculum. In addition, our program includes topics such as global markets, ethics, effective communication, diversity management, and leadership/teamwork skills. The entire program is aimed at enabling students to be competent managers in a rapidly changing world.

In order to prepare MBA graduates to be better managers in different career fields in business, it is important to develop concentrations in the SMSU MBA program. The current curriculum provides the students with strong background in general business disciplines, but lacks the strength associated with each career fields. MBA with concentrations will provide the students with the opportunity to obtain a strong business degree as well as a recognized specialty. The following concentrations are offered: General MBA; Leadership; and Marketing.

**Master of Business Administration: M.B.A. (36-40 credits)****I: Foundation Courses (4 Credits)**

The foundation course offers students, whose undergraduate degrees are in non-business areas or who have been out of school for long periods of time, an opportunity to study the subjects that will enable them speak the same language as students who have degrees in one of the business areas.

The foundation courses include:

MGMT 493	Business Concepts .....	3
FIN 493	Statistical Concepts and Terminology .....	3

**II: Required Courses (24 Credits)**

Every student in the program is required to take the following required courses:

MBA 606	Accounting for Managers .....	3
MBA 607	Strategic Marketing Management.....	3
MBA 609	Management of Production and Operations .....	3
MBA 660	Legal & Ethical Environment of Business .....	3
MBA 670	Financial Analysis.....	3
MBA 681	International Business and Leadership .....	3
MBA 684	Managerial Economics .....	3
MBA 685	Strategic Management and Policy .....	3

**III. Concentrations: (12 credits) .....12****A. General MBA Concentration Courses: (12 credits)**

*Choose four electives from the list of elective courses.*

MBA 603	Organizational and Managerial Behavior.....	3
MBA 610	Interpersonal and Managerial Skills in Organizations .....	3
MBA 630	Applications of Management Decision Instruments .....	3
MBA 651	Leadership and Team Management.....	3
MBA 652	Organizational Development and Change .....	3
MBA 680	Technology Management .....	3
MBA 682	Diversity Management .....	3
MBA 686	Seminar in Management Issues .....	3
MBA 653	Human Resources Management.....	3
PHIL 500	Organizational Values.....	3

**B. Leadership Concentration Courses: (12 credits)**

The leadership concentration within the MBA degree provides students with knowledge of the key theories and concepts in this discipline, as well as hands-on applications and skills. This concentration prepares students to become leaders and facilitate teams within an organizational setting. Students will gain skills in understanding, predicting, and managing human behavior in organizations. The use of case studies and simulations, in particular, in the leadership concentration courses provides students with experience working in small groups and teams to accomplish a common goal.

*Take the following three courses:*

MBA 603	Organizational and Managerial Behavior.....	3
MBA 651	Leadership and Team Management.....	3

Effective 07/01/09

*Note: While every effort is made to ensure accuracy, SMSU reserves the right to correct any clerical errors herein.*

MBA 652	Organizational Development and Change .....	3
<i>Select one course from the following:</i>		
MBA 610	Interpersonal and Managerial Skills in Organizations .....	3
MBA 682	Diversity Management .....	3
MBA 686	Seminar in Management Issues .....	3
MBA 680	Technology Management .....	3
MBA 653	Human Resources Management .....	3
PHIL 500	Organizational Values .....	3

**C. Marketing Concentration Courses: (12 credits)**

The field of marketing impacts all aspects of business in the global economy today. Success or failure of a product or service in today's highly competitive marketplace depends on a well-executed marketing program. SMSU MBA with concentration in Marketing would provide the needed tools to succeed in the highly competitive global marketplace.

*Take the following two courses:*

MBA 511	Integrated Marketing Communications .....	3
MBA 561	Business-to-Business Marketing .....	3

*Select two courses from the following:*

MBA 521	e-Marketing .....	3
MBA 531	Sales Management .....	3
MBA 541	Marketing Research .....	3
MBA 571	Entrepreneurship .....	3
PHIL 500	Organizational Values .....	3

Total Credits: 36–40

**MASTER OF BUSINESS ADMINISTRATION COURSES (MBA)****MBA 511 Integrated Marketing Communications (3 credits)**

Historically, promotional forms have been separated between personal selling and the remaining elements of advertising, public relations and sales promotion. In recent years, most firms have experienced significant cost savings by combining all four elements to maximize the return on the invested promotional dollars. The linkage of the sales function with promotional activities enhances the effectiveness of the salesperson while creating a common linkage with all other marketing functions within the firm. This course will offer the greatest level of detail in allocating time and resources between the various promotional options of any marketing courses offered at SMSU.

**MBA 521 e-Marketing (3 credits)****MBA 531 Sales Management (3 credits)****MBA 561 Business-to-Business Marketing (3 credits)****MBA 571 Entrepreneurship (3 credits)****MBA 603 Organizational and Managerial Behavior (3 credits)**

Focuses on human behavior in organizations. A micro to macro approach is employed, progressively studying behavior from the individual, to the group, to the organizational level. The goal of the course is to discover ways to understand and improve behavior at each level, and thereby increase the efficiency of the organization.

**MBA 604 Industrial/Organizational Psychology (3 credits)**

Explores how psychological principles and methods are applied in the workplace. Principles that relate to learning, motivation, perception, and group dynamics are considered in terms of their effect on work-related behavior. The extent to which various research methods can be of use in the workplace is investigated. Major areas of focus are personnel psychology, human relations, consumer behavior, and organizational psychology.

**MBA 606 Accounting for Managers (3 credits)**

Will introduce the design, development and use of accounting systems; development and analysis of accounting data for managerial planning, control, and decision-making; and discussion of current trends and issues of managerial accounting. This will be presented as a course for non-accounting professionals and executives.

**MBA 607 Strategic Marketing Management (3 credits)**

This course is designed for the graduate student that either has some elementary exposure to marketing as an undergraduate or has no foundational exposure to the subject. The class content will briefly review basic marketing principles as they relate to solving case studies. Teams will be assigned and given approximately four preliminary cases and one final strategic case. The feedback gained from each case presentation is designed to enhance the student's understanding of the subject and prepare them for the next case that increases in difficulty with each progressive round during the term. At the conclusion of the course, the student should be better prepared to understand how marketing is a fundamental guiding principle to business decisions in today's globally competitive marketplace.

**MBA 609 Management of Production and Operations (3 credits)**

This course is devoted to an organization's conversion of resources into products and services. Both long-term (strategic) and day-to-day operations (tactical) level decision-making will be studied. Topics will include operations strategy, process/service development, aggregate planning, theory of constraints, JIT, TQM, and related topics.

**MBA 610 Interpersonal and Managerial Skills in Organizations (3 credits)**

This course is designed to increase students' self-awareness and how it relates to interpersonal and managerial effectiveness. This course improves advanced managerial skills such as goal-setting, time management, running effective meetings, team facilitation, feedback, networking, coaching, mentoring, and empowerment. It includes current research on optimism, resilience, self-efficacy, work and emotions, cooperation vs. competition, and work design.

**MBA 630 Application of Management Decision Instruments (3 credits)**

Provides an exposure to management decision paradigms that are most widely used in the business sector of the economy. The topics extend the range of decision tools beyond those used in other coursework in the program.

**MBA 541 Marketing Research (3 credits)**

The marketing concept has always focused on meeting the customer's needs. Those needs, in order to be properly fulfilled, must be predicated on an unbiased understanding of the consumer's attitudes and perceptions. To develop that unbiased method of sampling the target population in a manner that will be reassuring as being valid, correct research principles must be implemented. This course will offer hands-on experience in developing an understanding of research principles. Specific organizations will be targeted, and research projects will be completed on their behalf as part of the course offering. The critical issues of ethical procedures coupled with sound statistical processes will be included in the course content.

**MBA 650 Staffing, Training & Development (3 credits)**

Centers on aspects of human resource management (HRM) and human resource development (HRD). Aspects of effective staffing will be covered. This course is also concerned with evolving issues surrounding the HRD discipline. The nature and function of HRD will be discussed, including strategic and operational factors.

**MBA 651 Leadership and Team Management (3 credits)**

Provides selected models and practices in effective leadership and team management. The methods and practices are derived from applied research and will provide the student with hands-on management skills that can be applied immediately to the work environment.

**MBA 652 Organizational Development and Change Management (3 credits)**

Organizational Development (OD) is concerned with planning, researching and implementing interventions aimed at organizational change and renewal. The course focuses on understanding and developing process consulting skills. The course will also engage in in-depth exploration of various intervention strategies, including human process, technostructural, systemwide, and strategic change.

**MBA 653 Human Resource Management (3 credits)**

The course explores the various functions and roles involved in strategic human resource (HR) management. Emphasis will be on the strategic nature of HR while also providing an overview of the more operational aspects of the field. Focus will be on emerging business and demographic trends and their impact on HR.

**MBA 660 Legal and Ethical Environment of Business (3 credits)**

Examines the role and impact of governmental, legal, and social systems upon organizations and managerial decision-making. Emphasis is placed upon the challenges with legal and social issues. Objectives include an understanding of employer/employee rights and responsibilities, general tort and product liabilities, and environmental and other regulatory law requirements.

**MBA 670 Financial Analysis (3 credits)**

Analyzes the financial strengths and weaknesses of companies both qualitatively and quantitatively. Analysis includes evaluation of financial statements, national and international economic conditions, industry trends, strategies of the firms as well as accounting principles and procedures underlying financial statements. Includes both assessment of

existing problems and opportunities as well as development of alternative courses of action.

**MBA 680 Technology Management (3 credits)**

Focuses on the role of technology in organizations. A top-down approach is used which will range from considering technology as a strategic variable for competitive advantage to applying technology as a means of improving operational efficiency and customer service. The course considers the challenges of innovation as well as the potential conflicts and resistance resulting from technological change.

**MBA 681 International Business and Leadership (3 credits)**

Examines the international business climate and the success of American firms in the global marketplace; different modes of penetrating foreign markets; international finance and the international banking system. Factors affecting American competitiveness in the global economy will be reviewed. Students will successfully complete a term project involving a simulated negotiation to set up an operation in another country.

**MBA 682 Diversity Management (3 credits)**

Covers trends and behaviors in various recognized minority and ethnic groups in the United States as well as cross-cultural interaction. Students will develop an awareness and sensitivity to the needs and conditions of diverse groups; as well as specific skills in interacting with people from other cultures, ethnicities, and orientations.

**MBA 684 Managerial Economics (3 credits)**

This course will prepare the student in the area of economic reasoning, a capability that is an important element in the tool kit of all successful executives in business, government, and nonprofit enterprise. Much of the work will be grounded in microeconomic theory, although some applications of macroeconomic thinking will be employed. Microeconomic decision models are robust, used in a wide spectrum of applications to help think through the likely behaviors and outcomes. Powerful economic models will be utilized to analyze business scenarios, predict market outcomes, and recommend policies and decisions. Topics include operations strategy, process/service outcome, aggregate planning, theory of constraints, JIT, TQM, and related concepts.

**MBA 685 Strategic Management and Policy (3 credits)**

Studies the pursuit of the organization's mission while integrating the organization into its environment. This course examines techniques of long-range organizational planning, strategy formulation, and strategy implementation. The purpose of the course is to develop insights and a working knowledge of major strategic management processes.

**MBA 686 Seminar in Management Issues (3 credits)**

This course will provide a general management perspective of current and emerging issues facing organizations. Students will be required to address and analyze the many dilemmas and problems managers encounter in fashioning short- and long-term solutions and in taking action. The focus of the seminar will be "Management of the Future."

**MBA 694 Independent Study (3 credits)****PHIL 500 Organizational Values (3 credits)**

Provides a comprehensive examination of critical and varied ethical issues in American Business. It takes personal values, conventional morality, and pragmatism into account. It deals with the theories and techniques of reasoning and argumentation that are needed to analyze and articulate ethical issues in business. It raises questions about the morality of management decisions in light of various ethical dilemmas.