

# MASTER OF BUSINESS ADMINISTRATION

Molinaro 344 • 262-595-2046 • Keyword: *MBA*

## Professors:

Ebeid, Ph.D.; Hawk, Ph.D.; Norton, Ph.D.; Rajan, Ph.D.; Wang, Ph.D.; Wright, Ph.D.

## Associate Professors:

Baldwin, Ph.D.; Chalasani, Ph.D.; Crooker, Ph.D.; Fok, Ph.D.; Folker, Ph.D.; Gee, Ph.D.; Manion, Ph.D.

## Assistant Professors:

Knight, Ph.D.; Kuruvilla, Ph.D.; Li, Ph.D.; Zameeruddin, CPA, LL.M., J.D.; Zheng, Ph.D.

## Senior Lecturer

Witt, M.S.

## Lecturers:

Cholak, M.B.A., J.D., CPA; Determan, MBA, CPA; Holmberg-Wright, Ed.D.

## Professional Accreditations or Memberships:

The Master of Business Administration Program is accredited by AACSB International – the Association to Advance Collegiate Schools of Business. Less than 10 percent of business programs globally and less than 30 percent in the United States meet the rigorous standards of quality set by AACSB International.

The Master of Business Administration (M.B.A.) Program offered by the School of Business and Technology is designed to enhance a student's general management competence and to prepare the student for successful careers in administrative and policy-making positions. Program focus is on the needs of mature students who have the educational background, experience, and degree of intellectual curiosity essential for graduate-level study. The program is open to master's degree candidates and special students who meet the admission criteria. The M.B.A. degree is typically completed in one and a half to four years. Students can choose to attend on a full-time or part-time basis. All of the M.B.A. courses are offered in the evenings, in an eight-week format. Class delivery is primarily in the classroom, but there is also an opportunity to take online courses.

## Graduate Distinction

Students who earn a cumulative graduate grade point average of 3.83 or higher will be graduated with distinction from the M.B.A. program.

Beta Gamma Sigma is the honor society serving business programs accredited by AACSB International. Beta Gamma Sigma faculty members invite qualified business students for membership based on academic excellence.

## Goals of the M.B.A. Program

The goals of the M.B.A. program are to provide a graduate education that develops students' knowledge of critical business issues and current management techniques; and prepares these students for advanced management positions and entrepreneurial ventures. The program presumes that a manager must know how to obtain and evaluate relevant information; approach tasks logically, systematically and in teams; analyze problems; arrive at reasonable generalizations; develop creative solutions, work in a diverse environment, and act to achieve concrete results. The program covers a variety of concepts and analytical tools. It includes examination of the impact of both domestic and global environments on a firm's operation.

## Structure of the Program

The M.B.A. program is structured in three components: foundations, required core courses, and electives. The foundations include demonstrated knowledge in fundamentals (through examination or course work). Eight required courses make up the core of the M.B.A. program. The elective courses are offered on a rotating basis, and each student's program must include a minimum of 16 credits of electives.

## Foundation Courses

All candidates must have or obtain knowledge of fundamentals in the following areas: accounting, economics, organizational management, computers, mathematics, operations management, finance, and marketing. The UW-Parkside program offers a graduate-level preparatory foundation course in each of these areas. To waive course work in meeting prerequisites, students must have completed and passed an undergraduate equivalent with a grade of C or better. Students waived out of a foundation course are not required to take a course in its place.

Foundation Course	Graduate Course	Undergraduate Course
College Algebra		MATH 112 (4 cr)
MBA 501	Accounting Foundation for Business Decisions (2 cr)	ACCT 201 (3 cr)
MBA 511	Statistics Analysis Foundation (2 cr)	QM 210 (3 cr)
MBA 515	Operations Management Foundation (2 cr)	QM 319 (3 cr)

MBA 521	Management Information Systems in Business (2 cr)	MIS 320 (3 cr)
MBA 531	Fundamentals of Managerial Finance (2 cr)	FIN 330 (3 cr)
MBA 541	Organizational Management Foundation (2 cr)	MGT 349 (3 cr)
MBA 551	Marketing Analysis Foundation (2 cr)	MKT 350 (3 cr)
ECON 760	Microeconomics Foundation (1 cr)	ECON 120 (3 cr)
ECON 761	Macroeconomics Foundation (1 cr)	ECON 121 (3 cr)

## MBA Consortium

In an effort to offer the foundation courses more frequently, an MBA consortium was developed. The participating universities are UW-Parkside, UW-Eau Claire, UW-Lacrosse, and UW-Oshkosh. Through this collaborative effort, all of the foundation courses (except Algebra) are offered every semester via the Internet.

Elective courses are also offered through the consortium. M.B.A. consortium classes taken for elective credit from non UW-Parkside instructors are considered transfer courses and therefore subject to the 12 credit rule (see the transfer policy). Eligible courses are identified in the UW-Parkside course schedule. These elective courses will automatically be transferred to UW-Parkside.

Through this collaborative effort, all of the foundation courses (except Algebra) are offered every semester via the Internet. Some elective courses are also offered through the consortium. See the following website for additional information, <http://www.wisconsinonlinemba.org/about/>.

## Required Graduate Courses (16 Credits)

MBA 702	Managerial Accounting . . . . . 2 cr
	Spring
MBA 712	Quantitative Methods. . . . . 2 cr
	Fall
MBA 715	Operations Management . . . . . 2 cr
	Spring
MBA 716	Project Management. . . . . 2 cr
	Fall
MBA 732	Corporate Financial Management. . . . 2 cr
	Fall
MBA 741	Organizational Theory . . . . . 2 cr
	Spring
MBA 752	Marketing Management . . . . . 2 cr
	Fall
MBA 796	Advanced Strategic Management . . . . 2 cr
	Fall, Spring

Required Course Waivers: A student may be waived out of the required graduate course in the functional area in which the student has completed a major (or equivalent). A student waiving out of a required course must take an additional elective course.

### Elective Courses (16 Credits)

Elective courses have included topics such as:

- Cash Management
- Investments
- Security Analysis
- Shareholder Value Management
- Improving Employee Performance
- Strategic HR Management
- Business and Ethics
- International Business
- International Marketing
- Outsourcing
- Emotional Intelligence
- Electronic Commerce
- Business Process Redesign
- New Venture Formation
- Decision Analysis

All students are required to take a minimum of 16 elective credits. Electives are offered in 1, 1-1/2, 2, and 3 credit formats. Some electives are offered via the Internet through the M.B.A. consortium. Up to 6 credits of electives can be taken as independent studies and internships, with no more than 4 credits in each (see MBA 794 and 799 for more information)

## Transfer Policy

Graduate-level work completed at other AACSB accredited institutions may be transferred toward the MBA degree at UW-Parkside, subject to the following provisions:

- A maximum of 12 credits may be transferred.
- Only the courses with a grade of B or better can be transferred.
- The student must petition for the transfer upon admission to the program. Transfer credit will be formally granted after the student has successfully completed a minimum of 8 semester hours of graduate-credit work at UW-Parkside.
- The courses that the student is requesting to transfer must form an integral part of the student's proposed program of study.
- An admitted student who plans to take a course at another institution and transfer it must obtain prior permission from the M.B.A. director.
- Exceptions to the above transfer policy, including consideration of transfer of credits from non-AACSB institutions, will be considered through petition to the MBA Committee.

## Additional Academic Policies

1. Students delaying entry after admission to the MBA program will be covered under the policies and will have to meet the requirements that are in effect at the time at which they complete their first course toward the M.B.A. program.

2. Students are required to file a “letter of intent” indicating their expected date of graduation with the director of the MBA program at least one semester prior to graduation. In addition students must apply for graduation through the registrar’s office (<http://www.uwp.edu> Keyword: *Registrar*).

## Graduate Courses (MBA)

- 501 Accounting Foundation for Business Decisions .....2 cr**  
*Prereq: Math and computer competency. Freq: Fall, Spring.*  
 A survey of financial and managerial accounting principles, including the preparation and analysis of financial statements, the use of accounting information in decision making and the acquisition and application of accounting information for managerial planning and control. Not available to students with credit in ACCT 201.
- 511 Statistical Analysis Foundations .....2 cr**  
*Prereq: MATH 112 and computer competency. Freq: Fall.*  
 Introduction to descriptive, inferential and analytical statistics; techniques covered include sampling, estimation, hypothesis testing, and simple regression. Not available to students with credit in QM 210.
- 515 Operations Management Foundation .....2 cr**  
*Prereq: MATH 112, MBA 511, and computer competency. Freq: Fall, Spring.*  
 Introduction to the role of operations management in an organization including production processes, linear programming, layout, inventory control, scheduling, project management, and quality assurance. Not available to students with credit in QM 319.
- 521 Management Information Systems in Business.....2 cr**  
*Prereq: MBA 501. Freq: Fall, Spring.*  
 The capabilities, limitations, and applications of computer hardware and software with emphasis on the information needs of management; IS strategic planning, IS project management, database concepts, networking concepts, and management of the information systems resource. Not available to students with credit in MIS 320.
- 531 Fundamentals of Managerial Finance.....2 cr**  
*Prereq: MBA 501. Freq: Fall, Spring.*  
 An introduction to the role of a financial manager including acquiring funds and directing funds to projects that maximize value. Topics include budgeting, financial forecasts, cash management, credit administration, funds procurement, and time value of money. Not available to students with credit in FIN 330.
- 541 Organizational Management Foundation.....2 cr**  
*Prereq: None. Freq: Fall, Spring.*  
 An introduction to issues related to managing organizations; topics include the management environment, the roles of managers, factors that comprise an organization’s architecture, and managing people. Not available to students with credit in MGT 349.

- 551 Marketing Analysis Foundation .....2 cr**  
*Prereq: None. Freq: Fall, Spring.*  
 An overview of marketing and the marketing process as it applies to business and other exchange situations. This course examines how profit and nonprofit organizations identify, research, and evaluate customer needs; select target markets, and create, price distribute, and promote products and services to individuals, organizations, and societies. Not available to students with credit in MKT 350.
- 702 Managerial Accounting .....2 cr**  
*Prereq: MBA 501. Freq: Spring.*  
 An in-depth analysis of the role of accounting in the successful management of business enterprises; identification of relevant cost and revenue information for managerial decisions; application of analytical reasoning and formal models to various business problems; topics include responsibility accounting, product costing and project appraisal, standard costs and flexible budgeting, relevant costs for pricing, sales and profit analysis, transfer pricing, and measuring divisional performance.
- 703 Business Analysis and Valuation.....2 cr**  
*Prereq: MBA 501. Freq: Occasionally.*  
 In-depth analysis of how financial statements and accompanying footnotes can be used in assessing organization value; emphasis on recent developments in financial reporting and disclosure practices.
- 712 Quantitative Methods .....2 cr**  
*Prereq: MATH 112, MBA 511, and computer competency. Freq: Fall.*  
 Advanced inferential and analytical statistical techniques including sampling techniques, analysis of variance, simple and multiple linear regression, time series analysis, and non-parametric procedures.
- 713 Decision Analysis .....2 cr**  
*Prereq: MBA 712. Freq: Occasionally.*  
 Analysis of difficult decisions using mathematical modeling and sensitivity analysis; the techniques covered include decision trees, simulation, expected utility and multi-attribute utility.
- 715 Advanced Operations Management .....2 cr**  
*Prereq: MBA 515, 712. Freq: Spring.*  
 Through case studies this course will reinforce the concepts and techniques of modern operations management. Special emphasis will be given to the use of mathematical programming techniques and to recent trends such as Just-in-Time, Flexible Manufacturing Systems, Postponement, and global competitiveness.
- 716 Project Management .....2 cr**  
*Prereq: MBA 501, 511. Freq: Fall.*  
 The basics of project planning and control, PERT/CRM, work breakdown structure, cost control, matrix organization, resource scheduling and leveling, and outsourcing; project management software will also be introduced.

- 723 IT Tools for Managers** .....2 cr  
*Prereq: MBA 521. Freq: Occasionally.*  
 The use of IT tools within a management context including data gathering and analysis tools; presentation software; and decision support systems.
- 724 Website Development** .....2 cr  
*Prereq: None. Freq: Occasionally.*  
 How organizations use IT resources to implement web strategies; analyze and assess the IT infrastructure used in industries with regard to the organization's IT ability to engage in e-business; some proficiency in using web technologies to design and develop basic web pages.
- 725 E-commerce** .....2 cr  
*Prereq: None. Freq: Occasionally.*  
 E-commerce in general; areas covered include e-commerce technology, developing an e-commerce architecture, business-to-consumer e-commerce, planning for e-commerce, and social implications.
- 726 Globalization and Technology** .....2 cr  
*Prereq: None. Freq: Occasionally.*  
 Describes the issues related to international information systems and reviews the possible solutions that lead to successful international applications.
- 727 Business Process Redesign and Improvement**.....2 cr  
*Prereq: None. Freq: Occasionally.*  
 Students will identify an organization (or part of an organization) that needs improvement, analyze the current system, investigate possible IT solutions, redesign the current system and propose a plan to move from the "As-Is" system to the "To-Be" system.
- 728 Database Systems Development**.....2 cr  
*Prereq: None. Freq: Occasionally.*  
 Database querying, design, creation, developing applications and reports.
- 732 Corporate Financial Management** .....2 cr  
*Prereq: MBA 531. Freq: Fall.*  
 The theory and practice of corporate finance; fundamental ideas such as the time value of money and its role in valuation are emphasized; techniques are then applied to major decision areas that face financial managers: cash-flow analysis and capital budgeting, long-term capital financing, capital structure and dividend policy, working capital management financial ratio analysis, and planning and control related to analyzing financial performances.
- 733 Investments**.....2 cr  
*Prereq: MBA 531. Freq: Occasionally.*  
 An introduction to financial investments, theoretical and applied valuation techniques, and modern investment portfolio theory; emphasis is on equity and fixed-income securities, although options, futures and other investments are also examined; topics include investment alternatives; organization and functioning of securities markets; efficient market hypothesis; modern portfolio theory; fundamental and technical analysis; bond fundamentals; options, warrants, futures; and investment companies.
- 734 Futures and Options** .....2 cr  
*Prereq: MBA 531. Freq: Occasionally.*  
 Futures, options, swaps, exotic options and financial engineering; emphasis will be placed on equity instruments although short and long-term interest bearing instruments will also be discussed.
- 735 International Financial Management** .....2 cr  
*Prereq: MBA 732. Freq: Occasionally.*  
 Introduce and discuss the principals of international finance and foreign exchange risk management for multinational corporations. Topics covered include international flow of funds, foreign exchange rates, currency derivatives, foreign exchange risk, and hedging.
- 736 Shareholder Value Management** .....1 cr  
*Prereq: MBA 531. Freq: Occasionally.*  
 Examination of the most popular SVM models in use today, including the free cash-flow method, the economic value added/market value added method, and the cash flow return on investment approach; in addition, the course will look at how managers determine the best model for their organizations.
- 737 Cash Management** .....2 cr  
*Prereq: MBA 531. Freq: Occasionally.*  
 This course examines current institutional procedures and practices, and analytical models relevant to short-term financial decisions.
- 738 Investment Portfolio Management**.....2 cr  
*Prereq: MBA 733. Freq: Occasionally.*  
 This course will deal with the theory and practice of evaluating investments with an emphasis on developing skills for appraising the value of equities and fixed-income securities. A comprehensive Internet financial markets trading simulation provides experience in the theory and practice of securities trading and portfolio management
- 741 Contemporary Challenges in Managing Organizations**.....2 cr  
*Prereq: MBA 541. Freq: Spring.*  
 Traditional theories and contemporary managerial perspectives to optimize organizational effectiveness. Overview of theories and practical applications using case studies, current literature, lecture, group discussion, and projects. Topics include leadership, motivation and performance, decision making and empowerment, organization climate, culture and change, individual human processes, and overall global management.
- 743 Emotional Intelligence** .....2 cr  
*Prereq: MBA 541. Freq: Occasionally.*  
 Theory and science behind emotional intelligence, the ability to recognize one's own feelings, as well as those of others, so as to manage emotions and relationships. Study and application of the component emotional intelligence competencies vital to managing self and others in order to create effective performance and success in the workplace.

- 744 Management Techniques** .....2 cr  
*Prereq: MBA 541. Freq: Occasionally.*  
 This course is designed to improve management skills, including stress management, oral and written communication, team building, leadership, motivating and empowering others, and conflict management.
- 745 Resilience in Organizations**.....2 cr  
*Prereq: MBA 541. Freq: Occasionally.*  
 The ability to remain positive under challenging conditions and emerge strengthened is a function of an organization's culture, as well as an employee's individual character; strategies for reducing risk, increasing protective factors and enhancing coping, with an emphasis on identifying and supporting strengths.
- 746 International Management**.....2 cr  
*Prereq: None. Freq: Occasionally.*  
 Focuses on managing and coordinating diverse workers across national boundaries. Complex international management concepts and issues in the dynamic global business environment will be explored. Case studies and current managerial dilemmas will be analyzed as different cultures, business customs, economic systems, demographic changes, and technological advances are considered.
- 748 New Venture Formation**.....2 cr  
*Prereq: None. Freq: Occasionally.*  
 Explore the process by which entrepreneurs recognize opportunities, plan, and launch new businesses; course involves extensive casework and the development of a start-up business plan as an illustration of principles learned.
- 752 Marketing Management**.....2 cr  
*Prereq: MBA 501, 551. Freq: Fall.*  
 Using case analysis, the course focuses on the various kinds of problems in marketing that the modern decision maker must resolve. The interrelationship of marketing and other business functions is emphasized. Decision areas studied include research, product, distribution, pricing and communication within a variety of organizational settings. Topics include buyer behavior, the macro and international environment, organizational goals, and social/ethical implications of marketing decisions.
- 753 Integrated Marketing Communications** .....2 cr  
*Prereq: MBA 551. Freq: Occasionally.*  
 A review of the many aspects of advertising, promotions, and personal selling from the perspective of market management; course content includes development of an integrated marketing communications program as an illustration of principles learned.
- 756 Buyer Behavior** .....2 cr  
*Prereq: MBA 551. Freq: Occasionally.*  
 Theoretical and applied research and concepts in buying decision processes are covered pertinent to individuals, households, businesses, and other institutions; discussions relating to development, implementation, and evaluation of marketing strategies, including implications for e-commerce.

- 759 Product Management**.....2 cr  
*Prereq: MBA 551. Freq: Occasionally.*  
 An examination of the process of developing new products and services and managing existing offerings in a competitive market environment; includes many real cases as illustrations of principles learned.
- 772 Legal Framework and Issues of Business** .....2 cr  
*Prereq: None. Freq: Occasionally.*  
 An examination of the relationship of law to business; examines this relationship from a broad perspective studying the legal impact of all levels of government on all levels of the organization; statutory and case law will be studied in the areas of taxation, antitrust, employment, labor management relations, the environment and consumer protection.
- 786 Strategic Human Resource Management** .....2 cr  
*Prereq: MBA 541. Freq: Occasionally.*  
 Using human resource management systems to create and sustain competitive advantage; emphasis on an integrative framework that requires linkage between, as well as consistency among, functional HR activities and their alignment with and reinforcement of the organization's competitive strategy.
- 787 Staffing Organizations** .....2 cr  
*Prereq: MBA 541, 712. Freq: Occasionally.*  
 Planning for, recruiting, selecting and retaining an organization's labor force in the context of the staffing environment (e.g., EEO laws and regulations, the economy and labor markets) using necessary tools (e.g., statistical measurement).
- 788 Improving Employee Performance** .....2 cr  
*Prereq: MBA 541. Freq: Occasionally.*  
 Examines performance management methods and applicable motivation theories that managers can apply to encourage employees to maximize their current and future job performance. Emphasis on reinforcement theory to shape work behaviors.
- 790 Special Topics** .....1-3 cr  
*Prereq: Dependent on subject matter. Freq: Occasionally.*  
 An elective course dealing with special topics in the functional areas of business; subject varies but may include topics such as market research, labor/management relations, social responsibilities/ethics, applied multi-variant statistics, management techniques, issues in financial accounting, financial analysis, and information systems evaluation and management. See current course schedule. May be repeated with change in topic.
- 791 International Business**.....2 cr  
*Prereq: MBA 501, 551. Freq: Occasionally.*  
 Examines important global issues concerning companies and other organizations transacting business across borders. Topics include international supply chains, marketing globally, and cultural, political, legal, and economic environments.

GRADUATE

**792 Business Projects**.....2 cr  
*Prereq: MBA 716 or consent of instructor. Freq: Occasionally.*  
Provides the opportunity for students to conduct a variety of forms of business projects including business plans, marketing plans, marketing research, and start-up plans for a business client. The course is conducted under the auspices of the SEG Center, and uses SEG facilities and project management guidelines. May take the course two times for credit.

**793 Competitive Decision Making** .....2 cr  
*Prereq: MBA 702. Freq: Spring.*  
An advanced learning experience in business decision making through the use of an online business simulation, performance analysis, final presentations, and class participation. Students will make a series of decisions about R&D, marketing, production, total quality management, human resources, and financial management in an integrated business environment. The focus is mostly decision making for a virtual company with class discussion of results and extensive feedback.

**794 Internship** .....1-3 cr  
*Prereq: Consent of instructor. Freq: Fall, Spring.*  
Designed to provide actual or quasi on-the-job learning experiences in which a student works with a single sponsoring organization under the supervision of a faculty member. Students may not use their current employment for internship credit. A maximum of 4 credits of internship, and total of 6 credits of internship plus independent study, can be applied toward M.B.A. degree completion. Credit/no-credit grading basis.

**796 Advanced Strategic Management**.....2 cr  
*Prereq: Any four of these five courses: MBA 702, 715, 732, 741, and 752. Freq: Fall, Spring.*

Focus on strategic management as an essential function for all types of organizations and firms; the study and application of advanced strategic management concepts are emphasized in this capstone course, particularly business-level and corporate-level strategy formulation, implementation, and control.

**799 Independent Study and Research**.....1-3 cr  
*Prereq: Consent of instructor. Freq: Fall, Spring*

Provides the student an opportunity to work on an independent research study or project under the guidance of a faculty member. The topic, required work, and evaluation method are approved by the faculty member supervising the project and the director of the M.B.A. program. A maximum of 4 credits of independent study, and total of 6 credits of internship plus independent study, can be applied toward M.B.A. degree completion.