

MASTER OF BUSINESS ADMINISTRATION

— SCHOOL OF BUSINESS —

ADMINISTRATION

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DR. JOHN E. MEGLEY III, *Director of the M.B.A. Program*

FACULTY

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B.S.B.A., University of South Dakota; M.A., University of Missouri;
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B.S., M.S., Memphis State University; M.B.A., Christian Brothers University;
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B.S., Delta State University; M.S., University of Mississippi; Ph.D., University of Alabama

MISSION

THE MASTER OF BUSINESS ADMINISTRATION is a master's program intended for all students regardless of their undergraduate degree. The purpose of the Master of Business Administration is to improve the analytical, problem solving, and interpersonal communication skills; to enhance the understanding of complex components of business and their applications in the business world; and to develop an appreciation for the legal, social, and ethical dimensions of decision making in an ever-changing environment; and to provide an opportunity for CPA candidates to satisfy the total numbers of hours needed to sit for the CPA exam in the State of Tennessee.

The Master of Business Administration provides quality graduate level courses on a semester basis in which classes meet one night a week for sixteen weeks. The Master of Business Administration requires the completion of thirty semester hours with twenty-one hours being core courses and nine hours being elective courses.

CORE COURSES:

MFIN 620. Managerial Finance	3 hours
MMGT 630. Quantitative Methods for Decision Making	3 hours
MMKT 640. Strategic Marketing	3 hours
MACC 660. Managerial Accounting	3 hours
MMGT 670. Social, Legal, and Ethical Aspects	3 hours
MECO 680. Managerial Economics	3 hours
MMGT 699. Business Policy	3 hours

ELECTIVE COURSES:

MMTG 600. Entrepreneurship	3 hours
MMGT 601. Organizational Behavior	3 hours
MMGT 603. Human Resources Management	3 hours
MMGT608. Project Management	3 hours
MMGT 609. Special Topics	3 hours
MFIN 621. Advanced Finance	3 hours
MFIN 629. Investment Theory	3 hours
MMGT 641. International Business	3 hours

MMKT 644. E-Commerce	3 hours
MFIN 648. Investment Challenge I	3 hours
MFIN 649. Investment Challenge II	3 hours
MFIN 650 Investment Challenge III	3 hours
MACC, MECO, MFIN, MITM, MGMT, MMKT 651. Current Topics	3 hours
MACC, MECO, MFIN, MITM, MGMT, MMKT 652. Special Topics	3 hours
MACC, MECO, MFIN, MITM, MGMT, MMKT 653. Advanced Topics	3 hours
MMGT 661. Project Organization and Planning	3 hours
MMGT 662. Project Tracking and Control	3 hours
MMGT 663. Project Risk Management, Contracting, and Negotiation	3 hours
MMGT 664. Project Management Communications, Human Resources, and Globalization	3 hours
MITM 690. Management of Information Systems	3 hours

In addition, students in the Master of Business Administration must show completion of certain prerequisites for the degree. These prerequisites may be taken at Christian Brothers University at the 500 level through the Master of Business Administration Program or at the undergraduate level through the Evening Program.

PREREQUISITES REQUIRED:

Principles of Accounting I and II	6 hours
Principles of Macroeconomics and Principles of Microeconomics	6 hours
Basic Computing	3 hours
Statistics	3 hours
Principles of Marketing	3 hours
Principles of Organization and Management	3 hours
Principles of Financial Management I or II	3 hours
Business Law I or II	3 hours

GRADUATE COURSES

BUSINESS ADMINISTRATION

M.B.A. Prerequisite Course Equivalents

MMGT 500. MANAGEMENT AND MARKETING FUNDAMENTALS

(Formerly MBA 500) Includes an overview of the principles of the management function including management theory, planning, organizing, leading, and controlling. The emphasis is on managing the marketing function including the marketing mix and related marketing concepts such as product life cycles, diffusion theory and product management. This course is designed to satisfy management and marketing prerequisites and may not be used to satisfy other MBA course requirements. *Three credits*

MFIN 520. FINANCIAL AND LEGAL CONCEPTS (Formerly MBA 520)

The course provides an introduction to the basic concepts, principles, and analysis techniques of corporate finance, primary among which is discounted cash flow analysis as applied to capital budgeting and corporate decision making. In addition, the course provides a general survey of contract law with emphasis on the legal principles that govern typical business situations. This course is designed to satisfy the finance and business law prerequisites and may not be used to satisfy other MBA course requirements. *Three credits*

MECO 530. MICROCOMPUTER APPLICATIONS AND STATISTICS FOR MANAGEMENT (Formerly MBA 530)

Utilizes microcomputer software for solving business problems using statistical analysis including testing hypotheses, probability theory, quality control, linear regression and seasonal and cyclical computations. Includes spreadsheets, data base management for business applications and a microcomputer statistics package. This course is designed to satisfy computer and statistics prerequisites and may not be used to satisfy other MBA course requirements. *Three credits*

MACC 560. ACCOUNTING FOR MANAGEMENT (Formerly MBA 560)

Designed for MBA students with no previous training in accounting. The course encompasses the concepts and interpretation of accounting fundamentals, external reporting, and the interpretation of accounting information for financial decision making in domestic and international corporations. Both manual and computer accounting systems are presented. This course is designed to satisfy accounting prerequisites and may not be used to satisfy other MBA course requirements. *Three credits*

MECO 580. ECONOMICS FOR MANAGEMENT (Formerly MBA 580)

Studies in basic concepts, theories and tools used by economists to understand human behavior. Particular attention is given to what are called "micro" applications such as understanding consumer behavior, the activities of business firms, and government decision making. "Macro" tools and theories will also be studied including measurement of economic activity, the economy as a circular flow, the role of money, and current macro theories. This course is designed to satisfy economics prerequisites and may not be used to satisfy other MBA course requirements. *Three credits*

M.B.A. Core Courses

MFIN 620. MANAGERIAL FINANCE (Formerly MBA 620)

Studies management of the firm from the financial perspective. The principal concern of the

course is the acquisition of the proper quantity of funds under conditions as favorable as possible, and the efficient allocation of these funds among the various types of assets. Topics include valuation theory, capital budgeting, and working capital management, capital structure analysis, dividend policy, and a survey of sources of short-term and long-term funds. Prerequisite: FIN 327. *Three credits*

MMGT 630. QUANTITATIVE METHODS FOR DECISION MAKING

(Formerly MBA 630) Integrates the study of management science and research into an applied approach to decision analysis. Major topics include stochastic and deterministic modeling, research methodologies, forecasting, simulation and the application of probability theory in decision-making. Attention is given to the behavioral aspects of decision making and support systems needed by management. Prerequisite: STAT 221. *Three credits*

MMKT 640. STRATEGIC MARKETING (Formerly MBA 640)

Provides a foundation for an understanding of the variables and functions in the strategic management of the enterprise's marketing efforts. It includes the study of theory, while developing a practical knowledge of the marketing management system and key concepts. This course is designed to enable managers to achieve a higher quality of decision making in micro as well as macro marketing. Prerequisite: MKTG 311. *Three credits*

MACC 660. MANAGERIAL ACCOUNTING (Formerly MBA 660)

Acquaints students with the information managers need to manage manufacturing, merchandise, and service organizations. Consideration is given to traditional managerial uses of information from a company's financial accounting system. It critiques the usefulness of adjusted financial accounting information for managerial decisions and explores and evaluates new approaches to designing systems for cost management information. Prerequisites: ACCT 260, 270, or the equivalent. *Three credits*

MMGT 670. ETHICAL, SOCIAL AND LEGAL ASPECTS OF MANAGEMENT

(Formerly MBA 670) Studies the modern corporation as a social entity as well as an economic force. The course retains the perspective of a business as a profit oriented producer and/or distributor of products and services. Ethical, social and legal dimensions are added to this perspective and the corporation comes to be seen as an entity with responsibilities to society-at-large. Prerequisites: BLAW 301; MGMT 337. *Three credits*

MECO 680. MANAGERIAL ECONOMICS (Formerly MBA 680)

Applies micro economic theory to management decisions. The topics of the course include: demand theory (including revenue and elasticity concepts); production and distribution theory; cost theory and cost function derivation; economic profit analysis; market structure analysis; pricing models; and other selected applications of microeconomics principles. Prerequisites: ECON 211, 212. *Three credits*

MMGT 699. BUSINESS POLICY (Formerly MBA 699)

Develops business strategy from a senior management perspective through an integrated approach. Emphasis is placed on creative approaches to defining the problem, identifying alternatives and developing solutions. Complex problem areas encountered in contemporary business environments are analyzed and interpreted. Case studies and simulations are used to develop the student's skills. Prerequisite: 18 hours of MBA core courses—MACC 660, MECO 680, MFIN 620, MMGT 630, MMGT 670, MMKT 640. *Three credits*

M.B.A. Elective Courses

MMGT 600. ENTREPRENEURSHIP (Formerly MBA 600)

Integrates all business components into an organized whole in such a way that new business

opportunities are identified and appropriate steps are taken to turn the opportunities into success for the entrepreneur. The course is designed for those considering the formation or acquisition of their own business or for those who expect to direct the management of an independent profit center within the framework of a larger enterprise. The course consists of lectures, mini-cases, and the development of business plans with emphasis on cash flow management and growth strategies. Prerequisites: MGMT 337; MKTG 311; FIN 327. *Three credits*

MMGT 601. ORGANIZATIONAL BEHAVIOR (Formerly MBA 601)

Studies individual and group behavior as they relate to organizational effectiveness. Emphasis is placed on motivation, leadership, power and politics, the effect of organization design on effectiveness, and group processes. Behavioral science concepts are applied to the management of organizations. Methods of analyzing and improving performance are also addressed. Prerequisite: MGMT 337. *Three credits*

MMGT 603. HUMAN RESOURCES MANAGEMENT (Formerly MBA 603)

Investigates the relationship of the Personnel/Human Resource Management objectives of attracting, retaining, and motivating and developing employees to the functional areas of planning, staffing, appraising, compensating, and training. Explores the ramifications of organizational culture, ethics, structure, strategy, productivity, efficiency and behavior. Prerequisite: MGMT 337. *Three credits*

MMGT 609. SPECIAL TOPICS (Formerly MBA 609)

Investigates timely topics in the fields of management, marketing, ITM, or finance. Themes will be determined by the needs of the students in the program. The specific topic and emphasis will be defined by current conditions and opportunities present in the business environment. Prerequisites: As defined by the topic being studied. *Three credits*

MFIN 621. ADVANCED CORPORATE FINANCE (Formerly MBA 621)

Explores advanced concepts and issues in the practical application of financial theory in a corporate setting. The connective linkages between financial practice and corporate strategy will be examined. Topics include business combinations, financial restructuring, business valuation, shareholder value analysis, market value added analysis, capital budgeting and divisional cost of capital determination. Prerequisite: MFIN 620. *Three credits*

MFIN 629. INVESTMENT THEORY (Formerly MBA 629)

Investigates investment theory and portfolio management. Topics developed include quantitative and qualitative risk and return characteristics of various investment opportunities, fundamental valuation models, timing techniques, efficient markets, speculation and hedging, risk arbitrage, bond theory, and basic portfolio theory and practice. Prerequisite: MFIN 620. *Three credits*

MFIN 650. INVESTMENT CHALLENGE III

Students gain advanced knowledge of portfolio management by determining sector weightings, choosing among equity investment recommendations, and tracking performance of an actual portfolio. Students will deal directly with a client, TVA, and compete among other schools for prize money. Class enrollment is limited. Application for participation must be made prior to registration. Permission of TVA Investment Challenge Coordinator and the MBA Director are required. For further information or an application form, contact Dr. Bevalee Pray at bpray@cbu.edu. Prerequisite: MFIN 620. *Three credits*

MMGT 641. INTERNATIONAL BUSINESS (Formerly MBA 641)

Emphasizes planning, organizing, coordinating, and controlling functions of international busi-

ness. The analysis and discussion of business problems provide students an opportunity to apply the principles of marketing and management for those enterprises seeking a multinational impact for their goods and services. Prerequisites: MGMT 337; MKTG 311. *Three credits*

MMKT 644. E-COMMERCE (Formerly MBA 644)

E-Commerce is an MBA survey course designed for students, managers or middle managers. Topics are developed to give managers the ability to make critical decisions about their present or anticipated E-Commerce program. The course will deal with a blend of business, marketing, and technology as it applies to the careful planning and alignment of an E-Commerce system. Prerequisite: MMKT 640. *Three credits*

MACC, MECO, MFIN, MITM, MMG, MMKT 651. CURRENT TOPICS

Selected current topics in accounting, economics, finance, information technology, management, and marketing. The topics may vary from semester to semester. Course may be repeated more than once depending on topic. Prerequisite: Permission of the instructor. *Three credits*

MACC, MECO, MFIN, MITM, MMG, MMKT 652. SPECIAL TOPICS

Selected special topics in accounting, economics, finance, information technology, management, and marketing. The topics may vary from semester to semester. Course may be repeated more than once depending on topic. Prerequisite: Permission of the instructor. *Three credits*

MACC, MECO, MFIN, MITM, MMG, MMKT 653. ADVANCED TOPICS

Selected advanced topics in accounting, economics, finance, information technology, management, and marketing. The topics may vary from semester to semester. Course may be repeated more than once depending on topic. Prerequisite: Permission of the instructor. *Three credits*

MMGT 681. PROJECT MANAGEMENT (Formerly MBA 608 and MMG 608)

The course in project management is designed to develop an integrated approach to project management that will cover optimization models, practical management and organizational practices, and the use of computer applications and software. The focus will be on developing a process and model for managing projects that includes planning and budgeting, organization and structure, scheduling using Gantt and PERT/CPM, resource allocation, and performance and control techniques. Students will be required to complete a project plan, and guest speakers from the field of project management will supplement the class. Prerequisites: MGMT 337; STAT 221. *Three credits*

MMGT 682. PROJECT ORGANIZATION, PLANNING AND LEADERSHIP

This course examines processes involved with project planning and leadership. Areas examined include scope, communications and closure. The course includes a review of program/portfolio management and reporting relationships. Also covered is a detailed study of organizational, management, and current theory on projected organizations. Prerequisite: MGMT 681. *Three credits*

MMGT 683. PROJECT ANALYSIS AND CONTROL

This course provides in-depth study of procedures and processes related to the control of costs, risk, scheduling, and related activities. Computer methods including MS Project and other programs will be examined. In addition, in-depth analysis of cost, time and quality variance will be studied. Prerequisite: MMG 681. *Three credits*

MITM 690. MANAGEMENT OF INFORMATION SYSTEMS (Formerly MBA 690)

Explores and examines the management of information systems from both a business and

technical perspective. This course studies the business dimensions of information technology (IT) such as strategic planning and development of operations along with the technical dimensions such as hardware, software, and networks as well as intersections between the two. Topics include leadership and strategic planning, managing information resources, managing information systems operations, managing the new universe of computing, and managing the IT organizational relationships. *Three credits*

MMPA. 695. GOVERNMENTAL FINANCE

The study of the budgeting process in governmental entities. Topics include the principles of taxation, governmental budgeting and the budget process, debt management, and the impact of intergovernmental flow of funds and its influence on state and local decision making. Additional topics will focus on the impact of government spending and tax decisions on the private sector of the economy. This will include topics such as public goods and externalities and the process of correcting for these problems. *Three credits*

MMPA 696. PUBLIC POLICY FORMATION, ANALYSIS AND PROGRAM EVALUATION

This course focuses on the techniques and rationale important in managing government bureaus and agencies. Among the topics covered will be the process of monitoring program operations, evaluating program impacts, and refining program objectives. Special topics such as privatization, public enterprises, deregulation, and cost-benefit analysis will also be discussed. The concepts of efficiency and equity are carefully defined and then used to evaluate policy and outcomes. Practical application of theoretical concepts is emphasized. Policy issues examined have included school choice, global warming, tax reform, welfare reform, health care issues, and social security. *Three credits*

MMPA 697 GOVERNMENTAL AGENCY ADMINISTRATION

This course focuses on the relationships between the various groups that are influenced by and influence the decision making process in the public sector. This includes covering such topics as theory of democracy, representative government, and federalism with the focus on some of the problems associated with these approaches to decision making. Various voting theories will also be covered. Additionally, the techniques and rationale important in managing governmental bureaus and agencies will be covered. *Three credits*

EDUCATION

Curriculum and Instruction in Education (CIED)

CIED 600. PROFESSIONAL FOUNDATIONS II

Students acquire background and skill in curriculum design and instructional strategies and methods, instructional planning and guidance, analysis of patterns of classroom dynamics, classroom assessment, and classroom inquiry in conjunction with perspectives on school reform, teacher leadership, and lifelong professional development. Restricted to students in the MAT program or by permission of instructor and program director. *Three credits*

CIED 601. ANALYSIS OF TEACHING (Formerly MED 601)

Students develop skill in analyzing patterns of classroom dynamics and become proficient in identifying specific instructional behaviors associated with specific learner outcomes. The student acquires perspective in observing and being observed in live classroom settings and is involved in real decision-making issues. These activities lead to the refinement of instruction and the improvement of learner performance. *Three credits*