

FOSTER COLLEGE OF BUSINESS ADMINISTRATION

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The mission of the graduate programs in the Foster College of Business Administration is to develop students' knowledge, skills, and abilities through high-quality programs of instruction. Our goal is to provide an educational experience that will allow for in-depth study in selected areas.

Master of Science in Accounting

The Department of Accounting offers a graduate program leading to the Master of Science in Accounting (MSA) degree. The program provides graduate education that prepares students to meet professional practice challenges in public, private, and not-for-profit accounting. The program is designed to broaden the student's knowledge, to provide for in-depth study, and to complement theoretical study with relevant and significant research. Graduates should be prepared for meeting the 150-hour CPA examination education requirement, and entrance into, or advancement within, their chosen careers.

The program is open to full-time and part-time students. Students may enter the program in August, January, or during the summer.

Entrance Requirements

- a. An undergraduate accounting degree or the equivalent.
- b. AACSB admission requirements as follows:

Admission—MSA

Admission to the Master of Science in Accounting program is based on a thorough review of the required documents as well as any supplemental materials that may be appropriate. The Graduate Admissions Committee of the Department of Accounting makes the admission recommendation.

The required documents are the following:

1. **Application form.** The application form must be complete with meaningful and well-developed answers to the questions on the goals of the applicant. A check of \$40 for U.S. students or \$50 for international students, payable to Bradley University, must accompany the application.
2. **Transcript(s).** Official transcripts (two copies) from each college and university attended must be sent directly from the registrar to: Dean, Graduate School, Bradley University, Peoria, IL 61625.
3. **Letters of recommendation.** Two current letters of recommendation are required from persons who can comment meaningfully on the applicant's capability for graduate-level study. Character references are not appropriate. Faculty members under whom the applicant has studied and employers are considered appropriate references.
4. **GMAT (Graduate Management Admissions Test).** The GMAT is a standardized test designed to measure aptitude for graduate study in management. Applicants must arrange to take the test in sufficient time to permit processing of the results. The Bradley University GMAT institutional code is 1070. Information about the GMAT may be obtained by contacting the Graduate School Office or visiting the GMAT website at www.gmac.com.
Students currently in a four-year undergraduate accounting program should take the GMAT the first semester of their senior year in order to allow sufficient time for processing of the results.
5. **A current resume.**
6. **TOEFL (Test of English as a Foreign Language).** Applicable only to international students whose native language is not English. The test measures proficiency in oral and written English.

Graduate courses in business administration at the 600 level are restricted to graduate students who have been admitted to a degree-granting program in the Graduate School. Students-at-large may not take 600-level graduate courses in the Foster College of Business Administration.

In the Department of Accounting's integrated Bachelor Degree (BS or BA) and Master of Science in Accounting degree (MSA) program (commonly referred to as the 3:2 program), admitted students who meet the following criteria can take course work, including 600-level graduate courses, concurrently with their undergraduate courses. Eligible students can then designate to which degree that course work would apply. A course can be used in only one degree, and only appropriate courses can be applied to the MSA.

Admission—BS/BA and MSA

Admission to the 3:2 program is available when students are initially admitted to Bradley as freshmen or during their junior year. The Graduate Admissions Committee of the Department of Accounting makes the admission recommendation.

The required procedures are the following:

Admission as a freshman (early admission): students must be admitted in good standing into the Foster College of Business Administration with an

Bradley University

acceptable ACT or SAT score and a class standing usually in the top 25 percent of their high school class. In addition to the material in their application for admittance to Bradley, students must indicate a desire to be in the 3:2 program and may be asked for two letters of recommendation. Under early admission, students must maintain at least a 3.00 GPA at Bradley and complete at least 90 credit hours (including ATG 302) before they can take graduate courses.

Admission as a junior (regular admission):

Admission in good standing into the FCBA with a GPA of 3.00 or higher and at least 90 credit hours (including ATG 302) by the end of the term in which the student enrolls. Transfer students must have at least 24 hours at Bradley before admission. Admission for students without a 3.00 GPA will be based on GMAT scores, letters of reference, worthwhile experience, and GPA.

Degree Requirements

The Master of Science in Accounting program is 30 semester hours. At least 15 of these hours consist of courses in accounting. There are also nine elective semester hours of 600-level courses from the Foster College of Business Administration. The six remaining semester hours of elective coursework at the 500 or 600 level may be taken inside or outside of the Foster College of Business Administration. The program allows a maximum of six semester hours to be taken outside of the Foster College of Business Administration and requires a minimum of nine semester hours outside of accounting.

Accounting Courses Required (15 hours)

12 of 15 hours are required from this list:
 ATG 601 Financial Accounting Theory
 ATG 614 Seminar in Management Accounting
 ATG 657 Advanced Auditing
 ATG 667 Accounting Information Systems
 ATG 677 Federal Taxes II

For the remaining three required accounting hours students may select courses from above or one of the following:

ATG 501 Advanced Accounting II
 ATG 585 Contemporary Issues in Accounting
 ATG 590 Professional Accounting Problems
 ATG 687 Seminar in Tax Research

Note:

500-level courses taken to complete requirements in an undergraduate degree cannot be used to complete master's degree requirements.

Elective (9 hours) Foster College of Business Administration

For choices, see the listing of 600-level courses (with the exception of ATG 604 and 660) in the Foster College of Business Administration MBA program and obtain approval from the director of the MSA program.

Other Electives (6 hours)

May be taken in accounting (see above course lists) with approval from the director of the MSA program. See "Note" above. May be taken outside of the college with approval from the director of the MSA program.

For business course choices, see the listing of 600-level courses (with the exception of ATG 604 and ATG 660) in the Foster College of Business Administration MBA program and obtain director of the MSA program approval.

Other Requirements

Applicants should review the Graduate School admission policies, special regulations, registration and fees, and degree regulations located in the front of this catalog.

Comprehensive Examination

Each MSA student must take a written comprehensive examination. This examination covers the graduate work that the student is presenting for the degree. The time, place, and nature of the examination are determined by the director of the MSA program together with the individual.

Course Descriptions

ATG 501 Advanced Accounting II **3 hrs.**

In-depth application of accounting concepts, theories, and conventions to recording and reporting of problems arising from business combinations, branch operations, and business operations in foreign countries. Consolidated balance sheets, income statements, and retained earnings statements. Home office and branch accounting, foreign exchange, foreign subsidiaries. Prerequisite: ATG 302.

ATG 585 Contemporary Issues in Accounting **3 hrs.**

Critical evaluation of concepts, assumptions, principles, and analytical methodologies of accounting and their application to factual situations. Asset valuation and income determination: implications for internal and external uses of accounting information in business decision making. Prerequisite: consent of department chair.

ATG 590 Professional Accounting Problems **3 hrs.**

Update and expansion of core knowledge in accounting theory, practice, taxation, and auditing. Prerequisites: ATG 383; ATG 377 or 677; or consent of instructor.

ATG 601 Financial Accounting Theory **3 hrs.**

Application of the current authoritative accounting pronouncements to a variety of accounting situations. Conceptual development of analytical tools. Current authoritative and alternative measurement theories. Prerequisites: ATG 302 and Advanced Accounting.

ATG 614 Seminar in Management Accounting **3 hrs.**

Research managerial accounting tools and procedures and develop management control systems in the business environment. Prerequisites: ATG 204 and BMA 352.

ATG 657 Advanced Auditing **3 hrs.**

Problems affecting the auditing profession. Evaluation of alternative solutions and their implications. Prerequisite: ATG 457.

ATG 667 Accounting Information Systems **3 hrs.**

Design and implementation of accounting information systems using current and emerging technologies. Prerequisite: ATG 204 or ATG 604; ATG 383 or BMA 672; or equivalents.

ATG 677 Federal Taxes II **3 hrs.**

Tax aspects of formation, distributions, and liquidations of partnerships and corporations. Gift taxes, estate taxes, and family tax planning. Prerequisite: ATG 377.

ATG 687 Seminar in Tax Research **3 hrs.**

Using the case-study approach, students will develop and use tax research skills to evaluate tax consequences of proposed business decisions. Students will prepare oral and written reports communicating alternative courses of action and recommendations. Prerequisite: ATG 677 or consent of instructor.

Executive Master of Business Administration

The Executive Master of Business Administration (EMBA) program is especially designed for experienced professionals wishing to obtain a master's degree in business administration. EMBA students have a number of years of significant, post-baccalaureate career experience and continue to work full time while enrolled in the program. Participants begin the program at the same time and move through the curriculum together, completing the requirements as a group. The collective professional experience of the program participants enriches the educational environment.

Bradley University's EMBA program focuses on leadership. Leadership is a key issue in contemporary organizations. While effective leadership is a critical component of organizational success, studies indicate that organizations are facing a "crisis of leadership." Two-thirds of executives surveyed across the nation last year indicated that their organizations had too many people who were strong in management but weak in leadership. Bradley University's Executive MBA is jointly sponsored by the Foster College of Business Administration (FCBA) and The Leadership Development Center (LDC). One of the five business assistance centers in FCBA, LDC is the Midwest affiliate of the Center for Creative Leadership (CCL), the premier leadership development program in the nation.

Unlike traditional MBA and EMBA programs with their prescribed courses in economics, finance, management, and accounting, Bradley University's EMBA focuses on issues that managers and executives identified as the most pressing problems they faced. The program takes an issues-oriented, problem-solving approach to business. Business issues are addressed from an interdisciplinary perspective. Each issue is approached with insights gained from various business disciplines. Accounting, marketing, management, and finance are integrated throughout the curriculum. Through this issues-based, integrated curriculum, program participants will develop the same broad business knowledge and awareness that is expected from any rigorous MBA program.

Through the course of program, the leadership skills of individual participants will be developed. Faculty will work one-on-one with participants to assess leadership skills and create a personal development plan.

Admissions Information

Requirements

A baccalaureate degree is normally required; however, in exceptional cases, candidates who do not have a baccalaureate degree may be admitted upon the recommendation of the EMBA Admissions Committee and approval by the Graduate School Dean and the Provost. In these rare cases, noteworthy professional experience, the candidate's ability to handle graduate-level study, and the ability to contribute to the academic experi-

ence of others in the class will be considered.

Managerial experience is required for all candidates; seven years of managerial experience is preferred. Entrance requirements also include a personal interview, professional recommendations, and a demonstrated ability to accomplish graduate-level business coursework. Evaluation of students for admission is a very individualized process. A prospective student's background, work experience, career goals, and desire to succeed are considered in making an admission decision.

Program Costs

The fee for the 2003-2004 EMBA degree program is \$39,900. Instructional materials and all housing and food costs are included in the fee.

Payment Schedule for Program Beginning in 2003

First Payment	\$500
<i>Due immediately upon acceptance into the program</i>	
Second Payment	\$19,700
<i>Due October 1, 2003</i>	
Final Payment	\$19,700
<i>Due June 1, 2004</i>	

Admissions Deadline

The admissions committee follows a "rolling admission" process, whereby each application package is considered separately and measured against acceptance criteria, rather than against the applications of other candidates. Applicants will be evaluated on the following criteria: managerial experience, undergraduate/graduate performance, letters of recommendation, essay, and evidence of readiness for entrance into the program.

The required documents are the following:

1. **Application form.** The application form must be complete with meaningful and well-developed answers to the questions on the goals of the applicant. All applicants must submit a non-refundable application fee, payable by check or money order, to Bradley University. The fee for domestic applicants is \$40.
2. **Transcript(s).** Official transcripts from each college and university attended must be sent directly from the registrar to: Dean, Graduate School, Bradley University, Peoria, Illinois 61625.
3. **Three letters of recommendation.** Recommendation forms are included in the application material. Please note that a direct supervisor must be one of the recommenders, unless you are self-employed. These recommendations must be returned in a sealed, signed envelope.
4. **Employer letter of sponsorship.** This letter should be from a senior official of your employing organization. It should state that your employer endorses your participation in the program, is aware of the time demands, will grant you the necessary time off to attend classes, and, if applicable, is willing to provide financial assistance. Applicants who are self-employed are not required to submit this statement.
5. **Personal essay.** Directions for the essays can be found in the application form.

6. **Interview.** Once your application is received, an on-campus interview will be scheduled. Be prepared to describe projects you have handled that demonstrate your management skills. Please include a statement with your application stating times and days that you are available for the interview.

For application materials, please write to: EMBA Director, Foster College of Business Administration, Bradley University, 1501 W. Bradley, Peoria, IL 61625. E-mail: emba@bradley.edu. Phone: (309) 677-2253.

Progress Toward the Degree

Degree Requirements

The EMBA consists of 19 courses comprising 35 academic credit hours. The program lasts approximately 15 months and meets every other weekend on Friday and Saturday for the program's duration. Two extended periods of study, lasting 7-10 days each, will be required. Students must successfully complete all 21 courses and pass a written comprehensive examination.

Required courses

BUS 621 The Leadership Challenge	3 hrs.
BUS 623 Scanning the Environment	1/2 hr.
BUS 625 External Economic Environment	1 hr.
BUS 627 Managing Technology	2 hrs.
BUS 629 Cost Management	1 1/2 hrs.
BUS 631 Competition and Pricing	1 hr.
BUS 633 Creating and Maintaining Customer Satisfaction	3 hrs.
BUS 635 Communication Workshop	1 1/2 hrs.
BUS 637 Attracting and Developing Talent	2 hrs.
BUS 639 Building Employee Commitment	2 hrs.
BUS 641 Dealing with Problem People	1 hr.
BUS 643 Team Building	1 hr.
BUS 645 Acquiring Capital and Making Investment Decisions	3 hrs.
BUS 647 Global Environment and Issues	3 hrs.
BUS 649 Developing Strategy	2 hrs.
BUS 651 Performance Measurement and Control Systems	2 hrs.
BUS 653 Strategic Positioning and Maximizing Performance	2 hrs.
BUS 655 Leading Successful Change	1 1/2 hrs.
BUS 658 EMBA Topics	2 hrs.
	35 hrs.

Course Descriptions

BUS 621 The Leadership Challenge 3 hrs.

Exploration of the characteristics and themes of successful leadership. In-depth analysis of the strengths and development needs of participants through 360-degree feedback. Important interpersonal skill foundations in communication, conflict resolution, and trust building are emphasized. One-on-one coaching between participants and staff.

BUS 623 Scanning the Environment

1/2 hr.

Uncertainty in business planning caused by the external environment. Utilization of a conceptual model to organize and frame the discussions of the macroenvironment in which the firm operates.

BUS 625 External Economic Environment

1 hr.

Provide a broad overview of the economic environment in which business firms and consumers carry out their individual economic activities. Review the institutional structure, the social goals, and implicit values of the market system and how they establish the parameters within which choices are made. Overview of how and why business cycles occur. How economic policy, both monetary and fiscal, have impacted the business cycle.

BUS 627 Managing Technology

2 hrs.

Management issues related to providing information technology resources. Impact of product and process-related technologies on development and execution of organizational strategies.

BUS 629 Cost Management

1 1/2 hrs.

Analysis of the nature of cost. Techniques for accumulation of costs incurred in production and assignment of those costs to products. Methods for reduction and management of non-value-added costs.

BUS 631 Competition and Pricing

1 hr.

Elasticity measurement of market response to price, income, and other influences on competitive structure from commodities to monopoly; pricing strategies based on competitive environment; price, output, and product development for competition among few firms; the techniques of Cournot, Stackelberg, and Von Neumann.

BUS 633 Creating and Maintaining Customer Satisfaction

3 hrs.

Customer-focused topics, including effective and efficient product delivery, identifying customer segments that can be served by the firm, offering customer value, and building brand and corporate loyalty.

BUS 635 Communication Workshop

1 1/2 hrs.

Communication skills, both verbal and written, will be strengthened and learned through practice. Interpersonal and written communication skills and media interviews receive primary emphasis.

BUS 637 Attracting and Developing Talent

2 hrs.

Expose students to the challenges of attracting talent and provide advice on how to develop talent within an organization. Complexities of recruiting in difficult labor markets. Continuous improvement mechanisms to stimulate ongoing talent development.

BUS 639 Building Employee Commitment
2 hrs.

Key themes and practical approaches for enhancing motivation and building high levels of commitment and continuing dedication throughout the workforce. Financial and intrinsic reward systems are emphasized, as are the keys to developing a culture of involvement and credibility.

BUS 641 Dealing with Problem People
1 hr.

Approaches, skills, and strategies for understanding and addressing difficult and problem people in the organization. Application of course materials and learning to on-the-job situations. Examines both human resource and legal ramifications of dealing with problem people.

BUS 643 Team Building
1 hr.

Design, introduction, development, and leadership of cross-disciplinary teams, including virtual teams. The course provides leaders with the background, perspective, and skill to help teams reach their performance potential. Participants receive feedback regarding their on-the-job approach to teams. Areas of need are identified and participant-specific skills and actions are emphasized. Approaches to team rewards and team compensation are studied.

BUS 645 Acquiring Capital and Making Investment Decisions
3 hrs.

Planning and strategies involved in identifying value-enhancing capital projects. Interpreting cash flow figures, identifying risk factors, and employing risk analysis techniques. Strategies for acquiring capital and understanding the impact of capital structure on firm value.

BUS 647 Global Environment and Issues
3 hrs.

Provide an understanding of the forces shaping the international economy. Provide frameworks and guidelines for gathering, sorting, and assessing complex global and regional information to contribute to understanding organizations' strategies and tactics. Emphasis on leadership issues and diverse cultures.

BUS 649 Developing Strategy
2 hrs.

Provide an effective planning framework to integrate strategies with different functional areas. All of the functional areas will be integrated within the strategic planning framework. Emphasis on strategic planning as an ongoing, fluid process that evolves over time and adapts to environmental changes.

BUS 651 Performance Measurement and Control Systems
2 hrs.

Techniques for creation of profit plans and monitoring of success. Design and use of broad-based performance measures such as the balanced scorecard. Identification and control of risks that threaten the attainment of objectives.

BUS 653 Strategic Positioning and Maximizing Performance
2 hrs.

Expose managers to factors that impact different performance measures and provide strategies that maximize performance. Achieve balance at many different levels; incremental/radical strategies, flexibility/control, resources/capabilities, and growth/continuous improvement.

BUS 655 Leading Successful Change
1¹/₂ hrs.

Background, insights, and skills in how to effectively challenge the status quo, create new directions, and lead organizations to embrace and successfully implement needed change. Examination of the forces for change and dynamics of resistance. Participants examine their personal style of change and apply change management strategies to their respective organizations.

BUS 658 EMBA Topics
1¹/₂-2 hrs.

Topics of special interest which may vary each time course is offered. May be repeated under different topics for a maximum of two hours credit. Topic stated in current Schedule of Classes.

Master of Business Administration

This program is accredited by AACSB—The Association to Advance Collegiate Schools of Business.

The MBA program at Bradley University originated in the late 1940s and emerged as one of the dynamic forces in the College in the 1970s. Subsequently, it has earned recognition by receiving accreditation from AACSB. This recognition signals both the achievement of quality standards of long standing and the establishment of a new base upon which to build toward higher levels of excellence.

The MBA program is open to full-time and part-time students, who take classes together. Students may enter the program in August, January, or during the summer. All of the required courses are offered in the evening and on weekends. The combination of students from different undergraduate disciplines, with varying levels of work experience, results in a dynamic educational environment beneficial to all.

The curriculum has a general managerial perspective. It stresses the theoretical basis of management disciplines as well as practical applications of theory and current management practices. The curriculum focuses on improving managerial performance in the problem-solving environment and also conceptualizing elements for policy formulating activity.

The study of management approached in this manner is appealing to those interested in the administration of all types of enterprise: health, government, and non-profit organizations, as well as the traditional large and small industrial and service business firms.

The practical, applications orientation of the curriculum necessitates the use of a wide variety of pedagogical approaches. Problem-solving situations are used, calling for individual attention, group interaction, computer analysis, and formulation of assumptions to deal with uncertainty. Case analysis is extensively used, focusing both on problem-solving and presentation of conclusions using appropriate oral and written communication skills.

The MBA program is designed to provide each student with a professional business education through:

1. A rigorous body of coursework that reflects current business practices;
2. The development of analytical and interpersonal skills needed to work effectively in a rapidly changing domestic and global economy;
3. The teaching of the social and ethical responsibilities of business in a system of free enterprise.

Progress Toward the Degree

Admission

Admission to the MBA program is based on a thorough review of the required documents as well as supplemental materials that may be appropriate. The Graduate Admissions Committee of the Foster College of Business

Administration, chaired by the director of graduate programs, makes the admission recommendation.

The required documents are the following.

1. **Application form.** The application form must be complete with meaningful and well-developed answers to the questions on the goals of the applicant. All applicants must submit a non-refundable application fee, payable by check or money order, to Bradley University. The fee for domestic applicants is \$40 and \$50 for international applicants.
2. **Transcript(s).** Official transcripts (two copies) from each college and university attended must be sent directly from the registrar to: Dean, Graduate School, Bradley University, Peoria, Illinois 61625.
3. **Letters of recommendation.** Two current letters of recommendation are required from persons who can comment meaningfully on the applicant's capability for graduate level study. Character references are not appropriate. Faculty members under whom the applicant has studied and employers are considered appropriate references.
4. **GMAT (Graduate Management Admission Test).** The GMAT is a standardized test designed to measure aptitude for graduate study in management. Applicants must arrange to take the test in sufficient time to permit processing of the application with the test results prior to beginning the program. For reporting the test results, the Bradley University GMAT institutional code is 1070. Information about the GMAT may be obtained by contacting the Graduate School Office or writing to: Graduate Management Admission Test, Educational Testing Service, P.O. Box 6103, Princeton, New Jersey 08541-6103, or by telephone at 609-771-7330.
5. **A current resume.** Since the evaluation includes analysis of work experience, a current resume is very helpful to the admissions committee.
6. **TOEFL (Test of English as a Foreign Language).** Applicable only to international students whose native language is not English. The test measures proficiency in oral and written English.

Graduate courses in business administration are restricted to graduate students who have been admitted to the MBA program or another degree-granting program in the Graduate School. Students-at-large may not take 600-level graduate courses in the Foster College of Business Administration.

Leave of Absence

MBA students will be allowed to take a one-semester leave of absence during the program without being dropped from the program or changing graduation requirements. If an MBA student must take a second semester off during the program, he or she will have to reapply for admission to the program. This reapplication does not guarantee admission to the program, and students who are readmitted may be subject to new degree requirements. For purposes of this policy, only the fall and spring semesters are considered. Students are not required to enroll during summer or interim sessions.

Degree Requirements

The MBA program is 32 semester hours. Twenty-three of these hours satisfy a set of required common body courses. The program begins with an introduction to key issues in business decision making drawing on experienced practitioners and graduate faculty teams. A capstone strategy course, taken in conjunction with a computerized business simulation, integrates the business cross-functional approach to organizational issues. A professional development requirement provides application opportunities through short-term business application projects with a project team, advanced research projects in the chosen area of concentration, or summer study abroad projects with site visits to several multinational-for-profit and not-for-profit organizations.

There are 9 hours of elective coursework, which may be chosen within one of five areas of concentration (managerial accounting, finance, information technology, management, marketing) or across concentrations as a customized elective selection. The required and elective courses are as follows:

MBA Courses

Required (23 hrs.)

ATG 604 Controllership
 ECO 606 Microeconomics for Managers
 ECO 608 U.S. Business Cycles in International Economy
 BMA 620 Management Theory
 FIN 622 Financial Management
 MTG 624 Marketing Decision Making
 BMA 672 Information Technology Management
 BMA 628 Business Policy and Strategy Formulation
 BUS 681 Professional Development
 BUS 690 Business Simulation

Concentration Electives

Managerial Accounting

ATG 614 Seminar in Management Accounting
 ATG 667 Accounting Information Systems
 FIN 625 Financial Analysis
 ATG 658 Topics in Accounting

Finance

FIN 623 Multinational Financial Management
 FIN 625 Financial Analysis
 FIN 627 Financial Risk Management
 FIN 658 Topics in Finance
 FIN 660 Readings in Finance

Information Technology

BMA 671 Productivity Software for Managers
 BMA 673 Data Communications for Managers
 BMA 675 Managing Systems Development
 BMA 676 Electronic Commerce
 ATG 667 Accounting Information Systems
 CIS 571 Computer Law
 CIS 572 Computing Services Management
 MFE 565 Computer Integrated Manufacturing

Management

BMA 602 Organizational Behavior
 BMA 657 Executive Development
 IB 656 International Business Administration
 BMA 658 Topics in Business Administration
 BMA 659 Topics in Management
 Bradley University

Marketing

MTG 630 Building and Maintaining Marketing Relationships (required)
 MTG 640 Obtaining, Analyzing, and Applying Marketing Information (required)
 MTG 654 Managing Services Marketing
 IB 656 International Business Administration
 MTG 658 Topics in Marketing

Health Care Administration

BUS 615 Health Care Administration Concepts
 ECO 605/FIN 605 Health Care Economics and Finance
 MTG 650 Health Care Marketing
 BMA 625 Legal Issues in Health Care Management
 BMA 635 Human Resource Management and Employment Law for Health Care
 BMA 645 Quality Management and Operations in Health Care
 BMA 655 Organizational Change

Other Electives

QM 652 Advanced Data Analysis
 BMA 653 Production Management
 ECO 658 Topics in Economics
 IB 658 Topics in International Business
 QM 658 Topics in Quantitative Methods
 ATG 660 Readings in Accounting
 BMA 660 Readings in Business Administration
 ECO 660 Readings in Economics
 FIN 660 Readings in Finance
 IB 660 Readings in International Business
 MTG 660 Readings in Marketing
 QM 660 Readings in Quantitative Methods

All students must have a proficiency in mathematics equivalent to the techniques of calculus in college, and working familiarity with business computer systems that includes microcomputers and management information systems. Students without these proficiencies must take appropriate mathematics and computer courses specified by the director of graduate programs.

All students in the MBA program must possess the common body of knowledge in business administration as set forth below.

1. a background of the concepts, processes, and institutions in the production and marketing of goods and/or services, and the financing of the business enterprise or other forms of organization;
2. a background of the economic and legal environment as it pertains to profit and/or nonprofit organizations along with ethical considerations and social and political influences as they affect such organizations;
3. a basic understanding of the concepts and applications of accounting, quantitative methods, and management information systems including computer applications;
4. a study of organization theory, behavior, and interpersonal communications;
5. a study of administrative processes under conditions of uncertainty including integrating analysis and policy determination at the overall management level.

The common body of knowledge is satisfied through core prerequisite and graduate coursework. The 500-level core courses are compressed and offered

on seven-week schedules. The prerequisite portion of the requirement may be satisfied if an applicant's transcript contains undergraduate courses equivalent to the prerequisite courses listed below. An admitted student who has not had a particular prerequisite course may take it at Bradley University or, with prior permission, at another institution.

Core Prerequisite Courses

ATG 505 Accounting Principles-Financial and
ATG 506 Accounting Principles-Managerial
ECO 506 Elements of Microeconomics and
ECO 508 Elements of Macroeconomics
QM 501 Quantitative Analysis I and
QM 502 Quantitative Analysis II
BMA 542 Legal Environment of Business
BMA 552 Management and Organizations
BMA 553 Operations Management
MTG 515 Fundamentals of Marketing
FIN 522 Introduction to Finance

Students should try to complete all their prerequisite courses prior to enrolling in MBA courses, but students may be permitted to take graduate courses for which all prerequisites have been satisfied, in order to avoid scheduling and course sequencing difficulties.

Other Requirements

Applicants should review the Graduate School admission policies, special regulations, registration and fees, and degree regulations located in the front of this catalog.

Comprehensive Examination

Candidates will be expected to demonstrate their capacity to draw upon and integrate their knowledge from all courses in a written comprehensive examination. A candidate will complete the examination while enrolled in BMA 628. In case of failure, the candidate will be allowed to retake the comprehensive only once.

Practicum

BUS 610 MBA Business Practicum 0 hrs.

Solving challenging business problems with a near-term economic benefit. Prerequisite: MBA student in good standing; Center for Business and Economic Research approval.

IE MBA Program

Undergraduate students in the industrial engineering department may combine their studies and earn an MBA degree in five and one-half years or fewer. Students may include all of the prerequisites for the MBA program as part of their required 124 undergraduate semester hours. Careful scheduling is required and should be coordinated with the student's undergraduate adviser and director of graduate programs. Students electing this option must be fully admitted before registering for graduate-level courses and have the written approval of the director of graduate programs. Students should contact the director of graduate programs during their sophomore year for particular information.

MBA Association

The MBAA is the social and professional extension of the program. Its principal objectives are to enhance closer personal ties among its members, foster communication between students and the business world, and provide closer ties with the faculty. A variety of activities is scheduled to include MBA students and spouses, as well as faculty and alumni. All MBA and EMBA students are encouraged to join the association.

Course Descriptions Prerequisite MBA Core Courses

QM 501 Quantitative Analysis I 2 hrs.

The presentation and organization of data. Probability theory, probability distributions, and sampling distributions. Confidence interval estimation and hypothesis tests of one and two samples. Cannot be used to satisfy MBA elective or concentration requirements. Prerequisite: MTH 115 or equivalent.

QM 502 Quantitative Analysis II 2 hrs.

Linear and multiple regression and correlation techniques. Analysis of variance, times-series analysis, and nonparametric procedures. Cannot be used to satisfy MBA elective or concentration requirements. Prerequisite: QM 501; or QM 262 and MTH 115.

ECO 506 Elements of Microeconomics 2 hrs.

Review of demand, supply, product markets, factor markets, perfect competition, monopoly, and other market structures, using algebra. Cannot be used to satisfy MBA elective or concentration requirements. Prerequisite: consent of director of graduate programs.

ECO 508 Elements of Macroeconomics 2 hrs.

Development of basic analytical framework to understand nature and causes of business cycles in a capitalistic, market-oriented, global economy; role of countercyclical policies; nature and role of various institutions in macro economy. Cannot be used to satisfy MBA elective or concentration requirements. Prerequisite: consent of director of graduate programs.

ATG 505 Accounting Principles Financial 2 hrs.

Introduction to accounting concepts of recognition, measurement, classification, and disclosure, which are the foundations to a financial reporting system. The accounting cycle; preparation of financial statements; introduction to financial statement analysis. (Does not count as elective.) Prerequisite: consent of director of graduate programs.

ATG 506 Accounting Principles-Managerial 2 hrs.

Use of accounting data for internal management decision making. Budgeting and variance analysis, capital budgeting decisions, responsibility centers, cost-volume-profit analysis, standard costs, cost behavior, and performance evaluation. (Does not count as elective.) Prerequisite: ATG 505 or equivalent; consent of director of graduate programs.

MTG 515 Fundamentals of Marketing

2 hrs.

Introduction to the marketing function: customer behavior, segmentation, product development, pricing decisions, promotional activity, management of the sales force, and distribution. Cannot be used to satisfy MBA elective or concentration requirements. Prerequisite: ECO 221 or 506.

FIN 522 Introduction to Finance

2 hrs.

Principles of financial management; financial systems and flow of funds; time value of money and its application; raising and allocation of funds; financial analysis, planning, and forecasting. Cannot be used to satisfy MBA elective or concentration requirements. Prerequisites: ATG 506; ECO 506, 508; QM 501.

BMA 542 Legal Environment of Business

2 hrs.

Analysis of the legal environment in which business operates. Ethical and equitable influence on legal development emphasized. Study of specific areas of procedure, constitutional law, contracts, torts, international business law, business organizations, and the regulatory environment related to antitrust, labor, securities, environmental, and consumer law. Cannot be used to satisfy MBA elective or concentration requirements. Prerequisite: consent of director of graduate programs.

BMA 552 Management and Organizations

2 hrs.

The analysis of effective management in organizations. Emphasis on the functions of management and the behavioral processes of change, conflict, leadership, motivation, communication, innovation, and group dynamics. Diversity, ethics, social responsibility, and international management. Cannot be used to satisfy MBA elective or concentration requirements. Prerequisite: consent of director of graduate programs.

BMA 553 Operations Management

2 hrs.

Survey of issues and decision-making techniques related to the operations of an organization. Quality management, project management, inventory management, waiting line analysis, production scheduling, job design, and facility layout. Cannot be used to satisfy MBA elective or concentration requirements. Prerequisite: consent of graduate program director.

Required Common Body Courses

ATG 604 Controllership

3 hrs.

Case studies of management accounting control systems and strategic cost analysis. Use of relevant costs for decision-making, planning, and evaluation of performance. Development of analytic tools drawn from cost accounting, managerial accounting, mathematics, and behavioral science. Prerequisites: ATG 157 or 505; ATG 158 or 506; BMA 352; or equivalents.

ECO 606 Microeconomics for Managers

2 hrs.

Analysis of domestic and international markets, resource allocation, market structure, impacts on

business decision making and on society, role of government regulation in business, pricing strategies. Prerequisites: ECO 221 or 506; ECO 222 or 508; MTH 115; QM 262, 263 (or QM 501, 502); familiarity with computer systems; or consent of instructor.

ECO 608 U.S. Business Cycles in the International Economy

2 hrs.

The application of economic analysis to explain fluctuations in Gross Domestic Product (GDP), employment, and inflation in our contemporary open economy; evaluation of alternative economic stabilization policies; uses and applications for managerial decision making. Prerequisites: ECO 221 or 506, ECO 222 or 508, or consent of MBA director; MTH 115; QM 262, 263 (or QM 501, 502); FCBA proficiency exam or BMA 172 or equivalent.

BMA 620 Management Theory

3 hrs.

Planning, organizing, directing, coordinating, and controlling operations through managerial decision making. Emerging issues and trends; integration of principles and concepts with contemporary concerns. Prerequisite: BMA 352.

FIN 622 Financial Management

3 hrs.

The financial framework of business; principles governing the operation of financial markets. Management of the flow of funds through a company; evaluation of alternative methods of financing under changing conditions; capital and cash budgeting; valuation problems. Prerequisite: MBA prerequisite courses completed.

MTG 624 Marketing Decision Making

3 hrs.

Marketing management problems, policies, and solutions. Case studies of marketing problems, research, and applications of marketing techniques to business problems. Prerequisite: MTG 315 or 515.

BMA 628 Business Policy and Strategy Formulation

3 hrs.

Strategies in response to conditions such as competition and future development. Must be taken in last semester of program.

BMA 672 Information Technology Management

2 hrs.

Knowledge and application of information-related resources from a management perspective: identifying information needs, strategic uses of information systems, emerging information technologies, managing information resources effectively. Prerequisite: FCBA proficiency exam or BMA 172 or equivalent.

BUS 681 Professional Development

1 hr.

Apply professional knowledge and skills in a team environment on not-for-profit, international, or research project. Prerequisites: last semester of program; consent of graduate program director.

BUS 690 Business Simulation

1 hr.

Students gain an understanding of the interrelationships between the various functional areas of business by making decisions for a company in a computer-based simulation. Prerequisite: concurrent enrollment in BMA 628.

MBA Concentrations

(One course in each area is required as part of the Common Body. For a concentration, choose 9-12 hours in one area from this list.)

Managerial Accounting

Choose 9 hours:

ATG 614 Seminar in Management Accounting
3 hrs.

Research managerial accounting tools and procedures and develop management control systems in the business environment. Prerequisites: ATG 204 and BMA 352.

ATG 658 Topics in Accounting
3 hrs.

Topics of special interest, which may vary each time the course is offered. Topic stated in current Schedule of Classes.

ATG 667 Accounting Information Systems
3 hrs.

Design and implementation of accounting information systems using current and emerging technologies. Prerequisite: ATG 204 or ATG 604; ATG 383 or BMA 672; or equivalents.

FIN 625 Financial Analysis
(see description under Finance)

Any approved 600-level accounting course.

Finance

Choose 9 hours:

FIN 623 Multinational Financial Management
3 hrs.

How global financial markets accommodate various cultural, legal, economic, and exchange rate systems. How different conventions apply to country-specific accounting, operating, marketing, and financing. Multinational interaction and exposure management are emphasized. Prerequisite: completion of all MBA prerequisite courses.

FIN 624 Capital Budgeting
3 hrs.

Long-term capital investment decisions, policy, concepts, tools and techniques. Builds on NPV decision rule, cash flow, CAPM and APT, real options, and jump process approaches; risk considerations emphasized. Prerequisites: completion of foundation courses, FIN 622.

FIN 625 Financial Analysis
3 hrs.

Contemporary theoretical and applied approaches to analyzing financial health. Managerial implications. Application and interpretation of ratios; univariate and multivariate tools. Financial modeling. Prerequisite: completion of all MBA prerequisite courses.

FIN 627 Financial Risk Management
3 hrs.

Risks induced by input factor, interest rate, and currency exchange rate changes are analyzed for interpretation, reduction, offset, or alternative adjustment. How the firm can enhance financial performance relative to risk taken. Prerequisite: completion of all MBA prerequisite courses.

FIN 658 Topics in Finance

3 hrs.

Topics of special interest which may vary each time the course is offered. Topic stated in current Schedule of Classes.

Information Technology

Choose 9 hours:

BMA 671 Productivity Software for Managers
3 hrs.

The use of packaged software to improve personal productivity in the business environment: spreadsheets, databases, presentation graphics, database retrieval, statistics, word processing, and electronic mail. Problem-solving laboratory exercises using the different software packages. Prerequisite: familiarity with computer systems.

BMA 673 Data Communications for Managers
3 hrs.

Data communications for supporting management decision making and group coordination: communication technologies, idea generation and group collaboration, data and video conferencing, emerging technologies for communication and coordination. Prerequisite: BMA 672 or consent of director of graduate programs.

BMA 675 Managing Systems Development
3 hrs.

Tools and techniques needed to manage the development of information systems. Systems analysis techniques, rapid application development, data modeling, data management and administration, project management tools and techniques. Prerequisite: BMA 672 or consent of director of graduate programs.

BMA 676 Electronic Commerce
3 hrs.

Introduction to electronic commerce (EC). Managerial and organizational issues surrounding EC. History of Internet, emerging technologies for EC, electronic data interchange, digital libraries, data warehouses, interactive advertising and marketing, kiosk systems. Relation of EC to organizational strategy. Prerequisite: BMA 672 or consent of director of graduate programs.

ATG 667 Accounting Information Systems
(see description under Managerial Accounting)

CIS 571 Computer Law
3 hrs.

Ethical considerations of computer scientists and computer-related security and privacy issues; copyright, patent, trademark, and trade secret issues, deceptive trade practices, computer crime, contract issues, venture capitalists, tax issues, computer torts, constitutional issues, and international trade considerations. Prerequisite: one semester of programming.

CIS 572 Computing Services Management
3 hrs.

Management of computing resources: planning for computing services; operational considerations; evaluation of service. Prerequisites: CS 302 or 310.

IME 555 Computer Integrated Manufacturing
3 hrs.

Computer Integrated Manufacturing (CIM); elements of hardware and software within the manufacturing automation environment. Islands of factory automation and their interactions, information flow and Local Area Networks within the CIM architecture, standardization of electronic data and interfaces.

Management

Choose 9 hours:

BMA 602 Organizational Behavior
3 hrs.

Analysis of individual and group behavior in the organizational environment. Motivation, leadership, communication, conflict, change, decision-making, and organizational theory, demonstrated through classroom experiences. Prerequisite: BMA 352.

BMA 657 Executive Development
3 hrs.

Theory and research of development stages of executive careers. The impact of the organization on the executive personality; forces influencing the development of executive skills and abilities; studies of antecedents of executive role performance; and the role of training programs in executive development.

IB 656 International Business Administration
3 hrs.

Impact of economic, cultural, legal/political, institutional, and competitive issues on the management of international and global business operations. Adjustment of strategic and tactical entry mode, marketing, production, human resources, and financial decisions to macroenvironmental constraints in selected world regions and markets. Case studies and reports. Prerequisites: BMA 552 (or BMA 352); MTG 515 (or MTG 315); and consent of director of graduate programs.

BMA 658 Topics in Business Administration
3-6 hrs.

Topics of special interest, which may vary each time the course is offered. Topic stated in current Schedule of Classes.

BMA 659 Topics in Management
1-2 hrs.

Management-related topics presented in modules or seminars. Topics may vary each time the course is offered. Topic stated in current Schedule of Classes. May be repeated under different topics for a maximum of six hours credit.

Marketing

Required:

MTG 630 Building and Maintaining Marketing Relationships
3 hrs.

Core concepts for developing and maintaining internal and external customer relations. Relationship marketing; customer satisfaction, quality, services marketing, consumer and industrial buyer behavior, personal selling, and ethical marketing conduct. Prerequisite: MTG 624.

Required:

MTG 640 Obtaining, Analyzing, and Applying Marketing Information
3 hrs.

Gathering, understanding, and using marketing information, data base marketing, qualitative research, electronic research, forecasting, and computer software data analysis packages. Prerequisite: MTG 315 or MTG 515.

Choose one course from the following:

MTG 654 Managing Services Marketing
3 hrs.

In-depth analysis of the problems facing marketing managers in service and nonprofit organizations. Interdependence of marketing, operations, and human resources. Prerequisite: MTG 315 or MTG 515.

IB 656 International Business Administration
(see description under Management)

MTG 658 Topics in Marketing
3 hrs.

Topics of special interest which may vary each time the course is offered. Topic stated in current Schedule of Classes.

Health Care Administration

All courses required

BUS 615 Health Care Administration Concepts
2 hrs.

Critical issues facing managers of health care service organizations. Relationships between health care providers and related industries, medical and health care terminology, community needs assessment as related to a variety of health care service providers, career planning and partnering issues, unique assessment tools such as fund accounting, and emerging internal and external trends impacting the health care industry. Prerequisite: Admission to the MBA program.

ECO 605/FIN 605 Health Care Economics and Finance
2 hrs.

Examines the economic and financial aspects of the health care system. Organizational and institutional structures through which an economy makes choices regarding the production, consumption, and distribution of health care services. Fundamental processes for the management of liquidity, major capital investments, debt, and funding. Examines both for-profit and not-for-profit health care organizations. Prerequisites: ECO 506, ECO 508, FIN 522.

MTG 650 Health Care Marketing
2 hrs.

Applies marketing concepts to health care and related social service organizations. Issues arising from the unique aspects of health care are analyzed, including relationships between the internal and external markets, consumer behavior and satisfaction, managing demand, capacity use, and enhancing value. Application projects and reports. Prerequisite: MTG 624 or approval of Department Chair.

BMA 625 Legal Issues in Health Care Management
1 hr.

Institutional licensure, granting of admitting privileges, liability for health care employees, patient records and confidentiality, informed consent, and duty to notify authorities. Prerequisite: BMA 542 or equivalent.

BMA 635 Human Resource Management and Employment Law for Health Care
2 hrs.

Acquiring, developing and maintaining human resources from managerial and legal perspectives. Ensuring equal opportunity, employee health and safety, management succession planning, and company-union relations. Prerequisites: BMA 542, BMA 552; or equivalent

BMA 645 Quality Management and Operations in Health Care
2 hrs.

Quality management systems and operations management topics in the health care industry. Personnel scheduling, inventory management, project management, facility layout, and resource scheduling. Prerequisites: BMA 553 or equivalent

BMA 655 Organizational Change
1 hr.

The need for change and building a readiness for organizational change. Models for implementing change that build employee support and commitment. Practical approaches and unique health care related situations of seminar participants are discussed.

Other Electives

BMA 623 Operations Management
3 hrs.

Operations problems: product and facility planning, scheduling, production processes, inventory and material planning and control, and quality control. Prerequisite: QM 263 or QM 500.

BMA 626 Social and Legal Environment of Business
3 hrs.

Interaction between the modern corporation and a pluralistic society: the impact of values, ethics, government laws, and regulations on a corporations' response to changing societal issues. Prerequisite: ECO 221; ECO 222 or 501; BMA 352; MTG 315 or MTG 515.

BMA 653 Production Management
3 hrs.

Modern practices in production management: computer-based planning and control systems and management of human resources. Prerequisite: BMA 553 or consent of instructor.

ECO 658 Topics in Economics
3 hrs.

Topics of special interest which may vary each time the course is offered. Topic stated in current Schedule of Classes.

IB 658 Topics in International Business
1-3 hrs.

Topics of special interest which may vary each time the course is offered. Topic stated in current Schedule of Classes.

QM 658 Topics in Quantitative Methods
3 hrs.

Topics of special interest which may vary each time the course is offered. Topic stated in current Schedule of Classes.

ATG 660 Readings in Accounting
3 hrs.

Individual readings for qualified students, under the guidance of a member of the faculty. Prerequisites: consent of instructor and director of graduate programs.

BMA 660 Readings in Business Administration
1-3 hrs.

Individual readings for qualified students, under the guidance of a member of the faculty. Prerequisites: advancement to candidacy; consent of instructor and director of graduate programs.

ECO 660 Readings in Economics
3 hrs.

Individual readings for qualified students, under the guidance of a member of the faculty. Prerequisites: consent of instructor and director of graduate programs.

FIN 660 Readings in Finance
3 hrs.

Individual readings for qualified students, under the guidance of a member of the faculty. Prerequisites: consent of instructor and director of graduate programs.

IB 660 Readings in International Business
1-3 hrs.

Individual readings for qualified students, under the guidance of a member of the faculty. Prerequisites: consent of instructor and director of graduate programs.

MTG 660 Readings in Marketing
3 hrs.

Individual readings for qualified students, under the guidance of a member of the faculty. Prerequisites: consent of instructor and director of graduate programs.

QM 660 Readings in Quantitative Methods
3 hrs.

Individual readings for qualified students, under the guidance of a member of the faculty. Prerequisites: consent of instructor and director of graduate programs.

Economic Education

ECO 690, 691 Economic Education
1-3 hrs. each

For persons studying economics through Bradley's Center for Economic Education. Specific contents arranged to meet the needs of the participants: elementary, secondary, and college teachers, clergy, public administrators, and other professionals. May be repeated up to 12 hours each. (Not an MBA elective.) Prerequisite: undergraduate degree.