

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 stu-

dents 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 core 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 three areas of concentration (finance, management, marketing) or across concentrations as a customized elective selection. The required and elective courses are as follows:

MBA Courses

Required Core (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

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
 BMA 671 Productivity Software for Managers

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

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

Other Electives

ATG 658 Topics in Accounting
 ATG 660 Readings in Accounting
 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
 BMA 660 Readings in Business Administration
 BMA 673 Data Communications for Managers
 BMA 675 Managing Systems Development
 BMA 676 Electronic Commerce
 BUS 615 Health Care Administration Concepts
 CIS 571 Computer Law
 CIS 572 Computing Services Management
 ECO 605/FIN 605 Health Care Economics and Finance
 ECO 660 Readings in Economics
 FIN 625 Financial Analysis
 FIN 660 Readings in Finance
 IB 658 Topics in International Business
 IB 660 Readings in International Business
 MFE 565 Computer Integrated Manufacturing
 MTG 650 Health Care Marketing
 MTG 660 Readings in Marketing
 QM 652 Advanced Data Analysis
 QM 658 Topics in Quantitative Methods
 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.

All core courses are compressed and offered on seven-week schedules. The foundation portion of the requirement may be satisfied if an applicant's transcript contains undergraduate courses equivalent to the foun-

*MBA students with an undergraduate accounting degree must choose a three-hour elective to replace the ATG 604 requirement.

ation courses listed below. An admitted student who has not had a particular foundation course may take it at Bradley University or, with prior permission, at another institution.

Foundation Courses

ATG 505 Accounting Principles-Financial
 BMA 542 Legal Environment of Business
 BMA 553 Operations Management
 ECO 506 Elements of Microeconomics
 FIN 522 Introduction to Finance
 QM 501 Quantitative Analysis I **and**
 QM 502 Quantitative Analysis II

Students should try to complete all their foundation courses prior to enrolling in MBA courses, but students may be permitted to take graduate courses for which all foundation courses 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

Foundation MBA Courses

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.

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 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.

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.

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.

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 or MTH 121.

Required Core 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 or equivalents; not open to students with an undergraduate degree in accounting.

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; MTH 115; QM 262, 263 (or QM 501, 502); 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 and 222; or ECO 506; MTH 115; QM 262, 263 (or QM 501, 502); or consent of instructor.

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: QM 262 or QM 501.

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.

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

Capstone Course

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.

MBA Concentrations

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

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.

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 finan-

cial decisions to macroenvironmental constraints in selected world regions and markets. Case studies and reports. Prerequisites: BMA 620 or MTG 624 or consent of instructor; 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.

Other Electives

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.

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 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 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 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.

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.

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.

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 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.

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 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.

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.

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.

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.

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.

MTG 688 Supply Chain Management 3 hrs.

Supply chain management consists of all stages involved in directly or indirectly fulfilling customer requests. This course will examine all aspects of the supply chain i.e., interactions between manufacturers, suppliers, transportation agents, retailers, and customers. Special emphasis is placed on managing flows of information, products, and funds between organizations and throughout the open system.

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.