

MASTER OF BUSINESS ADMINISTRATION (M.B.A.)

Director: Nick Arena

The Master of Business Administration (MBA) is a professional degree program designed to accelerate entrepreneurial career development by preparing graduates to form their own businesses or to take a leadership role in new corporate ventures. The program is open to all students regardless of their undergraduate major. The expected results and outcomes of the MBA program are to:

- Provide graduates with an opportunity for advanced studies in entrepreneurial business management;
- Prepare graduates to attain entrepreneurial leadership positions in for-profit and non-profit organizations or to establish their own entrepreneurial business;
- Provide a comprehensive knowledge of the functional areas of business, such as accounting, finance, management, economics, and marketing, which are used as the basis for an integrated business endeavor;
- Provide an understanding of the balance required to be a successful leader among the sometimes-conflicting business elements, such as ethical, political, societal, and technical;
- Provide an understanding of the economy, especially as it affects the business environment of North Carolina;
- Enhance the graduates' competency in oral and written communication because of their impact on leadership success. The program emphasizes case analysis for written and presentation skill evaluation and development;
- Improve the graduates' competency in the effective use of Business Information Technology (BIT);
- Develop graduates who can function effectively as members of virtual and participative teams;
- Improve graduates' competencies to integrate and synthesize the various business areas and to develop cross-functional approaches to organizational issues.

The MBA degree is offered in a traditional classroom setting (on the main UNCP campus in Pembroke and at Sandhills Community College in Pinehurst) and online.

PROGRAM-SPECIFIC ADMISSIONS STANDARDS (see also Graduate Admissions)

Students are expected to demonstrate competence in calculus, communication skills, and computer related skills. Students who have not completed at least three semester hours of calculus (MAT 2150 or equivalent) in a prior undergraduate or graduate program must complete at least three semester hours of calculus as part of the MBA degree requirement.

In addition, all students will have to show evidence of either completion of undergraduate "Common Body of Knowledge (CBK)" courses in business or completion of Foundation courses as prerequisites to the formal MBA courses. Since the Foundation courses are at a 500 level, they are considered graduate level courses. Students taking the foundation courses must complete them successfully as defined in the Graduate Studies section on MASTER'S DEGREE REQUIREMENTS. Foundation courses may also be completed using a Self-Study and Test option.

COMMON BODY OF KNOWLEDGE OR FOUNDATION REQUIREMENTS:

CBK	OR	FOUNDATION
Principles of Accounting, 6 hours	or	ACC 5010 Foundations of Accounting, 3 hours
Principles of Finance, 3 hours	or	FIN 5010 Foundations of Finance, 3 hours
Principles of Marketing, 3 hours Principles of Management, 3 hours	or	MGT 5010 Foundations of Marketing and Management, 3 hours
Principles of Economics, 6 hours	or	ECN 5030 Foundations of Economics, 3 hours
Quantitative Methods, 6 hours	or	DSC 5050 Foundations of Business Statistics, 3 hours

CBK	OR	FOUNDATION
Calculus, at least 3 hours	or	DSC 5010 Foundations of Analytical Methods, 4 hours

Requirements for the Master of Business Administration **Sem. Hrs.**
Professional Entrepreneurial Competence and Integrative Applications **24**

(all are required)

- DSC 5100 Quantitative Methods
- ECN 5150 Managerial Economics
- FIN 5200 Managerial Finance
- MGT 5250 Organizational Theory & Behavior
- MGT 5362 International Business
- MKT 5400 Marketing Planning and Strategy
- ACC 5500 Managerial Accounting
- MGT 5750 Strategic Planning

Professional Enhancement Courses (choose four*or complete one of the Concentrations listed below)** **12**

- DSC 5120 Research Methods
- MGT 5270 Leadership and Change
- MKT 5450 Services Marketing
- ACC 5520 Tax Implications of Business Decisions
- BLAW 5280 Legal Issues for Managers
- MGT 5290 Entrepreneurship
- ITM 5370 Management Information Systems
- FIN 5210 Investment Analysis
- MGT 5300 Human Resources Management
- MGT 5350 Operations Management
- FIN 5250 Entrepreneurial Finance
- BLAW 5320 Law for Entrepreneurs
- MGT 5700 Entrepreneurial Strategy
- MGT 5210 Supply Chain Management
- FIN 5020 Personal Financial Planning
- FIN 5050 Behavioral Finance
- ACCS/ BLWS/DSCS/ECNS/FINS/ITMS/MGTS/MKTS 5xxx
Special Topics

Total: 36

*In addition to the courses listed as Professional Enhancement courses, students may choose courses from another graduate program as substitutes to fulfill their required 4 elective courses (Requires permission from both MBA director and other program director).

**** Master of Business Administration with Concentration in Financial Services** **Sem. Hrs.**

Professional Entrepreneurial Competence and Integrative Applications **24**

Required Core

Concentration Courses **12**

- MKT 5450 Services Marketing
- BLAW 5280 Legal Issues For Managers
- And choose 2 of the following courses:
 - FIN 5020 Personal Financial Planning
 - FIN 5050 Behavioral Finance
 - FIN 5210 Investment Analysis

Total: 36

** Master of Business Administration with Concentration in Supply Chain Management	Sem. Hrs.
Professional Entrepreneurial Competence and Integrative Applications	24
Required Core	
Concentration Courses	12
MGT 5210 Supply Chain Management	
MGT 5350 Operations Management	
ITM 5370 Management Information Systems	
And choose one additional Professional Enhancement Course	
	Total: 36

COURSES

ACCOUNTING (ACC)

ACC 5010. Foundations of Financial and Managerial Accounting (3 credits)

This course is an accelerated course designed for students with no accounting background or as a refresher course for students who desire to review accounting before enrolling in required MBA courses. A study of the basic concepts of accounting with an emphasis on the evaluation of transactions and the preparation and analysis of financial statements including their use in the management planning and control process. (This course will not count toward the 36 hours required for the MBA degree.)

ACC 5500. Managerial Accounting (3 credits)

The course introduces the student to management's use of accounting data in the decision-making process. Topics covered include: Estimating Cost Behavior using both Linear Regression and Multiple Regression Analysis; Short-term Planning with Constraints on Resources; Information for Production and Control Analysis; Capital Budgeting and; Segment and Managerial Performance Evaluation. PREREQ: DSC 5100 or permission of instructor. It is strongly recommended that students complete DSC 5100 prior to ACC 5500

ACC 5520. Tax Implications of Business Decisions (3 credits)

The course introduces the student to Federal tax planning strategies for business. Includes an overview of the Federal tax system, sources of tax law, guidelines for organizing and financing a business, tax incentives for capital investments, and other tax planning topics.

ACC 5990. Directed Studies (3 credits)

Independent study in an area of business administration of particular interest to a student under the direction of one or more faculty members. Students must submit detailed proposals for a directed study, detailing the proposed plan of study, research involved, dates for deliverables, final product to be produced and faculty who will be supervising. Proposals will be reviewed by a faculty committee to determine acceptance of the proposal.

ACCS 5xxx. Special Topics (3 credits)

The study of a particular topic of special importance, relevance, and currency to students in the Master of Business Administration program. The content of the special topics course varies with each offering and may be taken twice.

BUSINESS LAW (BLAW)

BLAW 5280. Legal Issues for Managers (3 credits)

The goal of this course is to help graduate students develop a deeper appreciation and understanding of the legal mechanics of various types of business transactions and of the commercial law environment within which those transactions are negotiated and executed. The course is designed to enhance the student's analytical, communication, and negotiation skills while developing knowledge of several areas of law that play an integral part in management decisions.

BLAW 5320. Law for Entrepreneurs (3 credits)

This course will help students develop a deeper appreciation and understanding of the legal issues faced in establishing, operating and maximizing a business. The course is designed to enhance the

student's analytical and communication skills while developing knowledge of the legal decisions made by entrepreneurs.

BLWS 5xxx. Special Topics (3 credits)

The study of a particular topic of special importance, relevance, and currency to students in the Master of Business Administration program. The content of the special topics course varies with each offering and may be taken twice.

DECISION SCIENCES (DSC)**DSC 5010. Foundations of Analytical Methods (4 credits)**

This course equips prospective MBA students with the means and methods of quantitative reasoning through a concise and applied process, which includes introduction to the concepts of mathematical economics, mathematical finance, and business mathematics. The course will cover essentials of algebra with business and economic applications and essentials of calculus with business and economic applications. Upon completing the course students will be able to apply mathematical thinking and quantitative reasoning to solve problems in MBA-level accounting, economics, finance, marketing, and management classes. The applications of concepts include, but are not limited to, Pricing and Inventory Control; Payrolls and Banking; Taxes; Simple Interest; Compound Interest; Annuities; Sinking Funds and Amortization; Accounting; Productivity and Costs, Constrained Optimization (consumer and producer theories); Market Equilibrium; and Elasticities of Demand and Supply. (This course will not count toward the 36 hours required for the MBA degree.)

DSC 5050. Foundations of Business Statistics (3 credits)

This course is an accelerated course designed for students with no statistics background or as a refresher course for students who desire to review statistical methods before enrolling in required MBA courses. Intensive examination of statistical and graphical methods of analyzing quantitative information. Specific topics include frequency distribution, probability, sampling, T-tests, correlation, various graphic forms, regression analysis, and analysis of variance. (This course will not count toward the 36 hours required for the MBA degree.)

DSC 5100. Quantitative Methods (3 credits)

Intermediate level quantitative skills in multivariate statistics, optimization, and decision-making which will be used in subsequent MBA courses. Topics will include multiple regression, multivariate ANOVA, logistic regression, factor analysis, and linear programming. Computer software will be used.

DSC 5120. Research Methods (3 credits)

This course details the methods employed in defining business problems, research design, primary and secondary data sources, methods of data collection, scaling methods, sampling techniques, and report preparation. Through case analyses, literature reviews and research projects, this applications-oriented course focuses on improving decision making.

DSC 5550. Time Series Analysis (3 credits)

A review of statistical methods for analysis of business time-series data. Use of these methods for forecasting will also be discussed. The methods surveyed include smoothing methods, filters, ARIMA models, vector autoregressive models, and cointegration models. PREREQ: DSC 5100 or permission of instructor.

DSC 5990. Directed Studies (3 credits)

Independent study in an area of business administration of particular interest to a student under the direction of one or more faculty members. Students must submit detailed proposals for a directed study, detailing the proposed plan of study, research involved, dates for deliverables, final product to be produced and faculty who will be supervising. Proposals will be reviewed by a faculty committee to determine acceptance of the proposal.

DSCS 5xxx. Special Topics (3 credits)

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ECONOMICS (ECN)

ECN 5030. Foundations of Microeconomics/Macroeconomics (3 credits)

This course is an accelerated course designed for students with no economics background or as a refresher course for students who desire to review economic principles before enrolling in required MBA courses. A study of the individual decisions in the market economy and an overall view of the operation of the economy. Specific topics include theories of consumer behavior, behavior of firms in various degrees of competition, and government regulation. Fiscal, monetary, and supply-side policies are discussed. (This course will not count toward the 36 hours required for the MBA degree.)

ECN 5150. Managerial Economics (3 credits)

An overview of methods of economic analysis applied to the modern United States economy. Emphasis on microeconomics and managerial economics such as theory of consumer choice and demand, theory of cost, outputs, and industrial structure, analysis of efficient use of resources within an organization. Also, macroeconomic analyses including a review of monetary institutions, and theory of GNP, inflation, and the rate of unemployment.

ECN 5420. Industry Structure and Competitive Strategy (3 credits)

Industry structure and competitive strategy is the study of industry and firm behavior. Using the basic tools of microeconomic theory and game theory, this course explores the relationships among firms in an industry or across industries by examining the nature of strategic interaction among firms. The student will learn theoretical models and empirical evidence for a wide variety of market phenomena. The course will also introduce contract theory and its application in financial structure. PREREQ: A “C” or better in ECN 5030 or equivalent, and a “C” or better in DSC 5010 or equivalent.

ECN 5450. Global Macroeconomics (3 credits)

This course builds upon students’ undergraduate knowledge of macroeconomics and international economics. Topics covered include domestic monetary policy, exchange rates, balance of payments, and balance of trade. PREREQ: A “C” or better in ECN 5030 or equivalent, and a “C” or better in DSC 5010 or equivalent.

ECN 5990. Directed Studies (3 credits)

Independent study in an area of business administration of particular interest to a student under the direction of one or more faculty members. Students must submit detailed proposals for a directed study, detailing the proposed plan of study, research involved, dates for deliverables, final product to be produced and faculty who will be supervising. Proposals will be reviewed by a faculty committee to determine acceptance of the proposal.

ECNS 5xxx. Special Topics (3 credits)

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FINANCE (FIN)

FIN 5010. Foundations of Finance (3 credits)

This course will provide a survey or review of basic Business Finance principles, including Time Value of Money, Financial Statement Analysis, Basic Stock and Bond markets and valuation, risk and return relationships and interest rates, and capital budgeting. Emphasis will also be on using technology to assist in financial analysis: Internet research, spreadsheet modeling, and the use of financial calculators. (This course will not count toward the 36 hours required for the MBA degree.)

FIN 5020. Personal Financial Planning (3 credits)

This course provides the tools, techniques, and understanding needed to define and achieve financial goals. Based on a life-cycle approach, coverage includes financial plans, assets, credit, insurance, investment, retirement, and estate planning. MBA participants will apply the financial planning skills they learn in this course in a scenario-based approach and will prepare comprehensive financial plans to include all covered topics. Participants will be required to track their financial activities during the semester and to prepare a personal financial plan.

FIN 5050. Behavioral Finance (3 credits)

This course explores irrational behaviors as they present themselves in a corporate and investor context. It addresses psychological phenomena that may minimize financial value creation and examines ways to mitigate these behaviors. Coverage includes behaviors in corporate financial decisions (biases, heuristics, framing), valuation (by investors and analysts), capital budgeting techniques, risk and return perceptions, principal agent conflicts, group processes, and mergers and acquisitions.

FIN 5200. Managerial Finance (3 credits)

Course covers time-value of money, capital budgeting and structure, and other finance related decisions for corporations. In addition, the course is intended to give the student an appreciation for the role of finance within the firm, and the impact of financial decisions on society at large. Includes basic microeconomic principles and accounting principles and practical applications within the business world.

FIN 5210. Investment Analysis (3 credits)

This course is an extension of Managerial Finance (FIN 5200), covering trade-offs between risk and return, and the benefits of diversification within a portfolio. The principles of duration, immunization, and other forms of risk management within the portfolio are also discussed. Modern investment theory is addressed, including the study of efficient capital market, capital asset pricing model (CAPM), and arbitrage pricing theory (APT). PREREQ: FIN 5200 or instructor's permission.

FIN 5250. Entrepreneurial Finance (3 credits)

This course acquaints the business person who is in an entrepreneurial environment with the particular issues involved in finance related to the particular needs and conditions of the emerging firm. Cash flow, valuation, managing growth, and raising private and public capital are topics explored through lectures and cases. PREREQ: FIN 5200 and ACC 5010.

FIN 5990. Directed Studies (3 credits)

Independent study in an area of business administration of particular interest to a student under the direction of one or more faculty members. Students must submit detailed proposals for a directed study, detailing the proposed plan of study, research involved, dates for deliverables, final product to be produced and faculty who will be supervising. Proposals will be reviewed by a faculty committee to determine acceptance of the proposal.

FINS 5xxx. Special Topics (3 credits)

The study of a particular topic of special importance, relevance, and currency to students in the Master of Business Administration program. The content of the special topics course varies with each offering and may be taken twice.

INFORMATION TECHNOLOGY MANAGEMENT (ITM)**ITM 5370. Management Information Systems (3 credits)**

Conceptual and practical foundations of information processing systems support for management and decision-making functions, computer system project management, economic and legal considerations of management information systems, system implementation and evaluation.

ITMS 5xxx. Special Topics (3 credits)

The study of a particular topic of special importance, relevance, and currency to students in the Master of Business Administration program. The content of the special topics course varies with each offering and may be taken twice.

MANAGEMENT (MGT)**MGT 5010. Foundations of Marketing and Management (3 credits)**

This course is an accelerated course designed for students with no formal undergraduate background or as a refresher course for students who desire or need to review the newest practices in marketing and management. Marketing topics covered include marketing concept; product analysis; consumer behavior; pricing; promotion; and communications. Management topics include the decision-making process tied to planning, organizing, leading, and controlling organizations. (This course will not count toward the 36 hours required for the MBA degree.)

MGT 5210. Supply Chain Management (3 credits)

The purpose of this course is to introduce students to new and emerging topics, tools, and techniques in operations and supply chain management. The course emphasizes coordination, integration, and decision making regarding the interaction of the firm with its suppliers and customers, where planning, design, and control of all aspects of supply chains including design and control of material and information systems, supplier development, supplier selection, customer relationship management, and quality issues such as outsourcing in supply chain are discussed.

MGT 5250. Organizational Theory and Behavior (3 credits)

Course will examine explanations of individual behavior, the nature of human behavior in groups, and organizational structures and processes, especially as they affect human behavior. Principles of organizational change and development will also be addressed. The course will rely heavily on analysis and solution of case problems in addition to text and directed readings.

MGT 5270. Leadership and Change (3 credits)

This course will examine contemporary organizations and their leadership within the context of change management in a dynamic environment. In particular, the course will focus upon the concept of leadership as an interactive process and the means by which change is initiated and sustained. Throughout the course the relationship between strategy, structure, and culture will be highlighted.

MGT 5290. Entrepreneurship (3 credits)

The course provides students with the competency to identify and implement opportunities and overcome business obstacles in forming a new venture, leading a new corporate venture, or advancing current business careers. This course will identify and explain how Initiation and Entrepreneurship are ways of thinking, reasoning, and acting that are opportunity obsessed, holistic in approach, and leadership balanced to advance the entrepreneurial venture.

MGT 5300. Human Resources Management (3 credits)

Course will examine how an organization secures, develops, maintains, and rewards employees to meet organization objectives. Topics include recruitment, selection, training, performance appraisal, compensation, benefits, and labor-management relations. Examines effective integration of human resource functions.

MGT 5350. Operations Management (3 credits)

Managing the operation function is extremely important due to strong competition nationally and internationally. Operations management is responsible for systems that create goods and/or provide services. The course examines the techniques required to operate the system and points out potential problems. Global systems, with emphasis on Japan, are discussed.

MGT 5362. International Business (3 credits)

The course is an introduction to and an overview of the essential elements of international business. Emphasis is placed on the application of behavioral and strategic management practices to global business environments at the graduate level.

MGT 5700. Entrepreneurial Strategy (3 credits)

An examination of strategic management issues from the perspective of the entrepreneurial organization. Topics include entrepreneurial leadership, growth, ethics, strategic positioning, franchising, and entrepreneurship. Prerequisite: MGT 5290 or permission of instructor.

MGT 5750. Strategic Planning (Capstone Course) (3 credits)

Course integrates knowledge from functional areas through both analysis of complex business problems and managing a computer simulated company. Case approach requires student involvement in decision making. PREREQ: FIN 5200, MKT 5400, and ACC 5500 or permission of instructor.

MGT 5990. Directed Studies (3 credits)

Independent study in an area of business administration of particular interest to a student under the direction of one or more faculty members. Students must submit detailed proposals for a directed study, detailing the proposed plan of study, research involved, dates for deliverables, final product to be produced and faculty who will be supervising. Proposals will be reviewed by a faculty committee to determine acceptance of the proposal.

MGTS 5xxx. Special Topics (3 credits)

The study of a particular topic of special importance, relevance, and currency to students in the Master of Business Administration program. The content of the special topics course varies with each offering and may be taken twice.

MARKETING (MKT)**MKT 5400. Marketing Planning and Strategy (3 credits)**

This course details the role of marketing in the firm and its impact on the strategic planning process. An emphasis is placed on identifying and solving marketing problems, marketing strategy, and current issues facing marketing managers.

MKT 5450. Services Marketing (3 credits)

The primary goal of this course is to acquaint students with the unique aspects of marketing service firms and nonprofit organizations. The course will cover such topics as service quality, service operations, pricing, distribution, managing supply and demand, customer retention, and developing an integrated marketing communications program.

MKT 5990. Directed Studies (3 credits)

Independent study in an area of business administration of particular interest to a student under the direction of one or more faculty members. Students must submit detailed proposals for a directed study, detailing the proposed plan of study, research involved, dates for deliverables, final product to be produced and faculty who will be supervising. Proposals will be reviewed by a faculty committee to determine acceptance of the proposal.

MKTS 5xxx. Special Topics (3 credits)

The study of a particular topic of special importance, relevance, and currency to students in the Master of Business Administration program. The content of the special topics course varies with each offering and may be taken twice. The study of a particular topic of special importance, relevance, and currency to students in the Master of Business Administration program. The content of the special topics course varies with each offering and may be taken twice.