

MASTER OF BUSINESS ADMINISTRATION

Degree Offered: **Master of Business Administration (MBA)**

There are four concentrations in the MBA program:

- **General MBA Concentration (face-to-face and online format).**
- **Organizational Leadership Concentration (online format).**
- **Operations Management Concentration (online format).**
- **Health Care Administration Concentration (online format).**

All MBA classes are available in face-to-face and/or online formats. Each concentration has 30 credit hours to be completed.

MBA Pathway

Prospective students interested in the Quincy University MBA degree who do not have an undergraduate background in business may, upon admission to the MBA program, follow the "MBA Pathway" to meet the University's MBA prerequisite course requirements. MBA Pathway Professional Studies courses include:

- PBU 400 Economics for Managers
- PBU 402 Principles of Management*
- PBU 403 Financial Accounting for Managers
- PBU 405 Management Accounting
- PBU 406 Finance for Managers I
- PBU 409 Marketing for Managers*
- PBU 416 Statistical Analysis for Managers

*Either is acceptable

For PBU course descriptions, see p. 185. For more details about the MBA program, see p. 199.

Degree Requirements for all Concentrations:

1. Students must complete the following core courses:
 - MBA 501 Managerial Economics and Business Strategy
 - MBA 503 Accounting for Decision Making and Strategy Implementation
 - MBA 507 Corporate Investment and Financing Decisions
 - MBA 509 Product Strategies, Customer Relationship Management, and Outbound Logistics
2. *Students must select one of the following concentrations:*

A. General MBA Concentration

Students must select the following 5 courses:

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| MBA 505 | Leadership in Organizations |
| MBA 511 | Operations Management & Strategy |
| MBA 513 | Current Trends in Business, Government and Society |
| MBA 515 | Information Systems |
| MBA 517 | International Business Management |

B. Organizational Leadership Concentration:

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| Students | must select the following 4 courses: |
| MBA 505 | Leadership in Organizations |
| MBA 513 | Current Trends in Business, Government and Society |
| MBA 530 | Entrepreneurship, Innovation and Change Management |
| MBA 535 | Organizational Communication |

Students must select (1) course from the following five (5) courses:

MBA 511	Operations Management & Strategy
MBA 515	Information Systems
MBA 517	International Business Management
MBA 545	Transportation Systems and Environmental Impact
MBA 550	Supply Chain Strategies

C.Operations Management Concentration:

Students must select the following 4 courses:

MBA 511	Operations Management & Strategy
MBA 515	Information Systems
MBA 545	Transportation Systems and Environmental Impact
MBA 550	Supply Chain Strategies

Students must select one (1) course from the following 5 (5) courses:

MBA 505	Leadership in Organizations
MBA 513	Current Trends in Business, Government and Society
MBA 517	International Business Management
MBA 530	Entrepreneurship, Innovation and Change Management
MBA 535	Organizational Communication

D.Health Care Administration Concentration:

Student must select the following 4 courses:

MBA 560	Health Care Law
MBA 563	Health Care Policy
MBA 566	Ethical Leadership in Health Management and Policy
MBA 569	Business Sectors in Health

Students must select one (1) course from the following nine (9) courses:

MBA 505	Leadership in Organizations
MBA 511	Operations Management & Strategy
MBA 513	Current Trends in Business, Government and Society
MBA 515	Information Systems
MBA 517	International Business Management
MBA 530	Entrepreneurship, Innovation and Change Management
MBA 535	Organizational Communication
MBA 545	Transportation Systems and Environmental Impact
MBA 550	Supply Chain Strategies

3. Students must complete the following capstone course for all concentrations:

MBA 519	Competitive Advantage and Strategic Choice in a Global Economy
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Special Notice for CPA Candidates:

The American Institute of Public Accountants has formulated a policy under which a total of 150 credit hours is required to sit for the Certified Public Accountant (CPA) examination. These requirements have been accepted by the State of Illinois. The MBA degree provides the student with a degree beyond the Bachelor in Accounting Degree and at the same time fulfills the new state requirements. For those students desiring to sit for the CPA examination and pursue a Master's Degree to fulfill the 150-hour requirement, the following two courses are strongly recommended.

MBA 525 Advanced Financial Management

MBA 526 Financial Management Topics

ADMISSION

Quincy University believes that diversity enriches and stimulates the overall MBA experience. Therefore, applications are encouraged from those in all fields. Each applicant will be considered on an individual

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basis by focusing on the applicant's potential for successful completion of the program. Because applications are processed on a continuous basis, students may start taking coursework at the beginning of any term without having completed the application process. However, the applicant must have completed the application process by the end of the first semester of coursework.

Admission to the MBA program is administered by the Director of the program in accord with the guidelines of the MBA Steering Committee. Applicants must submit the following to the Quincy University Office of Graduate Studies:

1. **Application** - A completed Application for Graduate Admission.
2. **Official Transcripts** - Official transcript of undergraduate study, which verifies that a baccalaureate degree has been conferred, along with official transcripts of any additional study, undergraduate or graduate.
3. **Recommendations** - Two completed recommendation forms from individuals who can address your academic and/or professional potential.
4. **Educational Requirements** - Applicants must have or will have completed a baccalaureate degree. Undergraduate cumulative GPA of 3.0/4.0 or higher or with some significant experience, as determined by the Director of the program, will be recommended for admission without taking Graduate Management Admissions Test (GMAT). Applicants with GPA's of 2.80 and 2.99 (on a 4.0 scale) will be required to take the GMAT with a score of 400 or better. Applicants are encouraged to submit a statement of explanation for a GPA of 2.50 and 2.80 (on a 4.0 scale), and to take GMAT exam with a score of 400 or better. Applicants whose GPA is less than 2.50 and/or score less than 400 on the GMAT lower than a 3.0 will be considered for conditional admission based on the following formula $(200 \times \text{GPA}) + \text{GMAT}$ must be equal or higher than 880. Students with a GPA below 3.0 and a satisfactory GMAT may be conditionally accepted into the program.
5. **International Students** - Applicants from non-English speaking educational institutions must submit the results of the TOEFL. Generally a score of 550 for graduate admission is acceptable evidence of a student's ability to study successfully in an English-speaking environment. Also, the applicant must submit documentation showing how his/her education will be financed. A bank official must authorize this financial documentation.
6. **Written Autobiographical Sketch** - A 300-word written statement by the applicant detailing how their work and life experiences influenced their academic interest and professional goals.
7. **Professional Resume**
8. **Enrollment fee of \$200 upon registration.**

Each student must satisfy the following prerequisites: Principles of Financial Accounting, Management Accounting, Principles of Management or Principles of Marketing, Business Finance, Principles of Micro-Economics, and Statistics.

Upon submission of all the materials required, the MBA Steering Committee will decide whether to accept or reject an applicant. Acceptance normally will be limited to those who hold baccalaureate degrees from accredited institutions and who show promise of success in graduate study. An applicant's potential for success will be determined through a combination of the following criteria:

1. A candidate's overall or upper-level grade point average at the baccalaureate level (or some other relevant measure of scholastic performance); and
2. A candidate's letters of recommendation.

Quincy University recognizes that there are individuals who might not fulfill all the requirements for admission but who, for reasons such as personal advancement or intellectual curiosity, would like to participate in the MBA program. The University recognizes that experienced individuals might contribute significantly to the learning process and content of the program. Applicants may therefore be granted **special status** provided that they constitute no more than five percent of the total accepted students in the program at any one time. Special status students may opt to audit courses, but to receive the MBA degree these students must fulfill all the requirements for graduation (see section on graduation).

TRANSFER OF CREDIT

A student may request that credit for coursework completed at another accredited institution be granted. Such coursework must be the graduate level equivalent(s) of the required courses, and normally a grade

of at least “B” must have been earned. **No more than three** courses may be accepted and counted toward the MBA degree. Petition for transfer of credit must be made to the MBA Director, but approval must come from the MBA Steering Committee. Quincy University will not accept an “Independent Study” course as transfer credit in lieu of one of the required courses.

ACADEMIC REGULATIONS

The grading system used by the MBA program is described in this catalog under Graduate Academic Policies. Graduate credit is earned for MBA courses in which a student receives a grade of at least “C.” Students are required to maintain a cumulative grade point average of at least 3.0. Normally, no more than two courses with a “C” or “C+” grade are allowed. A student whose cumulative GPA falls below 3.0 will be placed on probationary status. Failure to raise the GPA to 3.0 by the end of the following trimester of coursework will result in academic dismissal. A grade of “F” may result in academic dismissal. A student may appeal an academic dismissal in writing to the Graduate Appeals Committee, which makes decisions on a case-by-case basis. A second academic dismissal is final.

In exceptional cases, a grade of Incomplete (IN) may be given to a student. The decision to give a grade of “IN” rests solely with the instructor. All requirements for the course must be completed as stipulated in the Incompletes section of the Graduate Academic Policies. Failure to do so will result in the grade of “IN” automatically being changed to an “F.”

The same rules concerning withdrawals from an undergraduate course also apply to MBA courses.

Once accepted into the MBA program, the student must complete the entire program within five years. Failure to comply may result in the student being dropped from the program, in which case the student would have to reapply for acceptance and be subject to the rules, regulations, and requirements in effect at the time of reapplication.

GRADUATION

A student becomes eligible for graduation upon successful completion of the ten required courses with a minimum GPA of 3.0. Students must apply for graduation with the Registrar according to the Application for Graduation directions under Graduate Academic Policies. Students must have completed all coursework prior to the Commencement ceremony. Students will be allowed to participate in Commencement if they have completed all coursework.

Course Descriptions

MBA 501 Managerial Economics (3)
and Business Strategy

This course focuses on the development of strategies of how to direct scarce resources in the way that most efficiently achieves a managerial goal. Emphasis is placed on the applications of microeconomic principles to the analysis of production, marketing, and financial issues and the development of operating strategies. The coverage includes quantitative demand analysis; theory of individual behavior; production process and costs; managing in competitive monopolistic, oligopolistic, and monopolistically competitive markets; and pricing strategy for firms with market power. Prerequisites: Micro-Economics, Statistics, and graduate standing.

MBA 503 Accounting for Decision (3)
Making and Strategy
Implementation

This course is designed to present concepts and tools used in a firm’s managerial accounting system which provides some of the knowledge necessary for planning, decision making, and control. Topics include cost behavior, full cost, ABC costing, product costing, short-term decision-making, budgeting, strategic planning and control. Prerequisites: Principles of Financial Accounting, Management Accounting, and graduate standing.

MBA 505 Leadership in Organizations (3)

An in-depth study of the impact of behavioral psychology and sociology within organizations and upon individuals. The theory and application of techniques which will enhance the manager’s effectiveness and ability to effect change in an organization. Prerequisite: graduate standing.

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MBA 507 Corporate Investment (3) and Financing Decisions

This course is the study of the role of corporate investment and financing decisions in creating competitive advantage. The course begins with strategy and capital budgeting; next examines how managers make corporate investment decisions; then proceeds to risk management, and ends with the estimation of a firm's cost of capital. Prerequisites: Undergraduate Financial Accounting, Management Accounting, and graduate standing.

MBA 509 Product Strategies, (3) Customer Relationship Management, and Outbound Logistics

The purpose of this course is to provide an understanding of customers in the marketplace and the constant dynamics of market change. Prerequisite: graduate standing.

MBA 511 Operations Management (3) and Strategy

The purpose of this course is to provide students with effective strategies to add value to the creation of goods and services by transforming inputs to outputs. Emphasis is placed on the use of analytical and quantitative analysis techniques. The coverage includes operations and productivity, operations strategy in a global environment, project management techniques (PERT and CPM), forecasting, managing quality, statistical process control, supply chain management, inventory management, and waiting line models. Prerequisite: graduate standing.

MBA 512 Human Resource (3) Management

This course will examine in detail key elements of the human resource management process within organizations. Major emphasis will be placed on examining the strategic significance of HRM in contemporary organizations and the development of processes enabling firms to gain competitive advantage through the effective development of employees. Issues related to HRM legal compliance and ethical considerations are also examined in detail. Prerequisite: graduate standing

MBA 513 Current Trends in Business, (3) Government and Society

Selected topics and problems of current interest, with particular attention to the roles of social responsibility and business ethics, environmental scanning as it relates to economic and social trends, and organizing for social responsiveness. Prerequisite: graduate standing.

MBA 515 Information Systems (3)

This course focuses on the study of interrelated components that manage information to support decision making and control and to help with analysis, visualization, and product creation. The coverage includes achieving competitive advantage with information systems, hardware and software, databases and information management, Internet and wireless technology, securing information systems, enterprise applications, e-commerce, managing knowledge, ethical and social issues. Prerequisite: graduate standing.

MBA 516 Advanced Human (3) Resource Management

Advanced analysis of human resource systems and practices. Particular emphasis is placed on the design of integrated HR systems enabling firms to gain competitive advantage through the development of human capital. Prerequisite: MBA 512.

MBA 517 International Business (3) Management

This course is the study of business whose activities are carried out across national borders. It explores the unique and peculiar problems facing managers operating in a global economy. Topics include international trade and foreign direct investment, international institutions such as the United Nations, the World Bank, WTO, OECD, EU, sociocultural forces, natural resources and environmental sustainability, political and trade forces, intellectual property and other legal forces, the IMF and financial forces, assessing international markets, export and import practices, marketing internationally, supply chain management, and international accounting. Prerequisite: graduate standing.

MBA 519 Competitive Advantage (3) and Strategic Choice in a Global Economy

This course assesses the sequence of formulating, implementing, and controlling business strategies. Multi-business and single business strategies are explored. Prerequisite: graduate standing.

MBA 525 Advanced Financial (3) Management

An advanced course in financial management of private and public corporations. Topics covered are valuation techniques, cost of capital, capital budgeting, capital structure, long term financing, dividend policy, and merger and acquisition analysis. Prerequisite: MBA 507.

**MBA 526 Financial Management (3)
Topics**

Discussion of contemporary financial management topics and problems from the theoretical and pragmatic viewpoints. Report writing and oral presentations required. Prerequisite: graduate standing.

**MBA 530 Entrepreneurship, (3)
Innovation and Change
Management**

The purpose of this course is to provide students with an understanding of key innovation and change processes within organizations and mechanisms for effectively promoting and examining the roles of external environmental factors, technology, structure, strategic factors, organizational culture, and entrepreneurial efforts undertaken within firms on initiatives aimed at facilitating effective innovation, and change. Prerequisite: graduate standing.

**MBA 535 Organizational (3)
Communication**

Students will be asked to examine and describe the elements of small group and organization communication, communication flow and message distortion, leadership and problem solving from the perspective of communication theories. Some theories examined will include Relational Development (Rogers), Uncertainty Reduction (Berger), Interactional View/Reframing (Watzlawick), Social Judgment/Latitude of Acceptance (Sherif), Cognitive Dissonance (Festinger), Functional Perspective of Group Decision Making (Hirokawa/Gouran), Adaptive Structuration (Poole), Information Systems Approach to Organizations (Weick), Cultural Approach to Organizations (Geertz), Critical Theory of Communication Approach to Organizations (Deetz) and other applicable viewpoints discovered in research. In addition, students will be asked to examine case studies available in print and to develop a case study from first-hand sources. Prerequisite: graduate standing.

**MBA 540 Quantitative Techniques (3)
for Managers**

The purpose of this course is to provide students with an understanding of various quantitative approaches to understand the data and statistical techniques towards problem solving and decision making. Emphasis is placed on how to interpret the results of simple inferential statistics such as confidence intervals and hypothesis testing, including test for differences between two populations. Also, this course is designed to use the concept of mathematical modeling to be able to understand and interpret the results of regression models. Finally, at the end of this course students will have an appreciation of the difficulties inherent in time series data and simple forecasting techniques. Prerequisites: Statistics and graduate standing.

**MBA 545 Transportation System (3)
and Environmental Impact**

This course focuses on the development of strategies, for business logistics and International Supply Chain Management, related to transferring goods and services across national boundaries. The coverage includes the impact of economic globalization on supply chain strategies, the design of global logistic networks, managerial processes and systems for international production and distribution, role of ports and airports in international product movement, transportation network sustainability, and security and risk management for international logistics. Prerequisite: graduate standing.

MBA 550 Supply Chain Strategies (3)

The purpose of this course is to provide students with an understanding of effective supply chain strategies for companies that operate globally. Emphasis is placed on how to plan and integrate supply chain components into a coordinated system. Students develop the ability to apply concepts and models important in supply chain with emphasis on key tradeoffs. They assess to key tactics such as integrated planning collaboration, risk pooling and inventory placement, and information sharing. Prerequisite: graduate standing.

MBA 560 Health Care Law (3)

This course will be an in-depth discussion of case setting precedents in Health care Law. The scope and perspective of the intricacies of healthcare law (including electronic medical records) will be discussed from a management perspective, as well as liabilities of healthcare institutions as they relate to legal issues.

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MBA 563 Health Care Policy (3)

The purposes of the course are to orient the students to the policy process, to increase the student's understanding of the nature of health policy making and health politics and to provide the student with an opportunity to develop an in-depth understanding of current health care policy issues.

MBA 566 Ethical Leadership in Health (3) Management and Policy

This applied course examines leadership through case studies in a variety of contexts and cultures. The purpose is to expand students' point of view by considering the theoretical foundations and historical perspectives of leadership, contemporary views of leadership, and student's personal exploration of ethics-based leadership in the health care setting.

MBA 569 Business Sectors in Health (3)

This course introduces students to business sectors within healthcare that strategically impact cost and quality of health services. Covered sectors include suppliers (pharmaceuticals, medical-surgical supplies, medical devices, distributors, and group purchasers), financial intermediaries (HMOs, PBMs) and care providers (hospitals, medical groups, nursing homes). Each sector is analyzed in terms of organizations, products/services, customers, and strategic business practices.

MBA 570 Special Topics (1-3)

The purpose of special topics is to give the student the opportunity to have a greater understanding of topics that are not available in other courses. Special Topics courses are incorporated into the graduate curriculum based upon the needs and interests of students.