

# BUSINESS ADMINISTRATION

The Master of Business Administration, featuring courses in Applied Integrated Management, provides students with the integrated perspective required to solve today's complex business problems.

The MBA may be completed in 36-48 credit hours.

The program offers expert faculty, expansive opportunities for networking, and the flexibility of evening and on-line courses, all from a highly-ranked program.

The degree is open to students of all undergraduate majors and all levels of work experience.

You may complete the program on campus, on-line, or any combination of the two. (Concentrations are optional, and most require a campus presence.) You may enroll on a full- or part-time basis, but course availability is greatest during the fall and winter semesters. The program can usually be completed within two to two-and-a-half years of part-time study, depending on core course waivers earned.

Admission is rolling, and you may begin the program in September or January. May admission is also usually possible for part-time students.

University of Michigan-Dearborn students who have been admitted to the MBA may take up to 6 graduate credits during the final semester of their undergraduate program.

## MBA Goals and Objectives

Goal 1: Students will have an understanding of the core business disciplines and be able to apply this knowledge to global business situations.

Objectives: MBA students will:

- Demonstrate knowledge of disciplinary concepts, terminology, models, and perspectives.
- Identify business problems and apply appropriate solutions (problem-finding/problem-solving).
- Integrate knowledge across disciplinary areas (integrative thinking).
- Apply knowledge in a global environment.

Goal 2: Students will be effective communicators.

Objectives: MBA students will:

- Demonstrate an ability to effectively communicate in a manner that is typically required of a business professional.

Goal 3: Students will appreciate the importance of ethical/corporate social responsibility principles.

Objectives: MBA students will:

- Identify and explain alternative approaches to ethical/corporate social responsibility issues.

## MBA Admission Prerequisites

- Mathematics admission prerequisite

## MBA Curriculum

Code	Title	Credit Hours
<b>Core Courses</b>		<b>27</b>
ACC 505	Devel & Interp Financial Info	
BE 530	Econ Analysis: Firm & Consumer	
BPS 516	Corporate Social Responsibility	
DS 520	Applied Statistical Modeling	
FIN 531	Fin Fundament & Value Creation	
ISM 525	Computer and Info Systems	
MKT 515	Marketing Management	
OB 510	Organization Behavior	
OM 521	Operations Management	
<b>Applied Integrated Management (AIM)</b>		
International AIM Course:		
Select one course from:		3
BE 583	Global Econ: Crisis & Growth	
FIN 655	International Financial Mgt	
MKT 622	Global Marketing	
OB 610	Intrnatl Dimensions of Managmt	
AIM Capstone:		
BPS 535	Strategic Planning and Decision Making	3
General AIM Courses:		
Select two courses from:		6
BA 605	Managerial Decision Making	
BA 607	Business Disruption in the Digital Age: Machine Learning, Platforms, and the Crowd	
BA 611	Organizational Dysfunction and Wealth Effects	
BA 616	Firm Value and Market Reactions	
BPS 585	Managing Strat Innov & Change	
<b>MBA Electives or Optional Concentration</b>		
Complete at least one of the available concentrations (see below) or choose at least three elective courses <sup>1</sup>		9
<b>Total Credit Hours</b>		<b>48</b>

<sup>1</sup> Up to three graduate credits may be elected from units other than the College of Business. Elective courses must be approved by the Graduate Program Advisor in advance of course election.

Students may waive any or all of the core courses if they have equivalent courses in an AACSB business program completed within the previous 10 years and have earned at least a 3.2 post-60 GPA (that is, your GPA in courses taken after your first 60 undergraduate credit hours).

Students who do not meet these criteria may request to have their courses evaluated for waiver credit at the time of admission. Students must have earned a B or better in equivalent courses as a part of a degree program completed within the previous 10 years.

Regardless of waiver credit granted, students must earn at least 36 credits in the MBA program.

In addition, up to 6 transfer credits for previous equivalent graduate coursework can be applied to the degree if those credits have not been counted toward a degree.

Waivers and transfer credit are granted at the discretion of the program faculty.

### MBA Breadth Requirements (3, 4, 5 Rule)

- Complete AIM courses in at least 3 different disciplines
- Complete more than 4 AIM, Concentration, and Elective courses (12 credits) in any one discipline
- Complete graduate business courses in at least 5 different disciplines.
- No single course may be counted toward more than one MBA requirement or concentration.

### MBA Concentrations

Concentrations are optional, and students may earn more than one. Some concentrations are available online; others require campus enrollment. Concentrations are awarded at the time of graduation.

#### Accounting

Available on campus

Choose any three graduate ACC courses beyond ACC 505.

#### Business Analytics

Available only on campus

Code	Title	Credit Hours
DS 570	Management Science	3
Choose two from the following:		6
DS 630	Applied Forecasting	
DS 631	Decision Analysis	
DS 632	System Simulation	
DS 633	Data Mining for Business Appl	
<b>Total Credit Hours</b>		<b>9</b>

#### Finance

Available online and on campus

Code	Title	Credit Hours
Select one course from:		3
FIN 581	Topics in Corporate Finance	
FIN 651	Invstmnt Proc, Analysis & Mgmt	
Select two courses from:		6
BE 583	Global Econ: Crisis & Growth	
FIN 581	Topics in Corporate Finance	
FIN 650	Corporate Valuation & Strategy	
FIN 651	Invstmnt Proc, Analysis & Mgmt	
FIN 652	Derivatives & Risk Management	
FIN 653	Topics/Investments & Cap Mkts	
FIN 654	Banking, Insurance, and Fintech	
FIN 655	International Financial Mgt	
FIN 656	Fixed Income Securities	
FIN 657	Investment Fund Management	
<b>Total Credit Hours</b>		<b>9</b>

### Healthcare Management

Available on campus (some courses offered as hybrid)

Code	Title	Credit Hours
Select three courses from the following:		9
HHS 503	Medical Information Systems	
HHS 504	Financing Health & Medical Sys	
HHS 515	Healthcare Administration	
HHS 556	Health Care and the Law	
HHS 610	Healthcare Leadership	
HIT 500	Economics of Healthcare	
<b>Total Credit Hours</b>		<b>9</b>

### Human Resource Management

Available only on campus

Code	Title	Credit Hours
Required:		3
HRM 561	Human Resource Management	
Choose two of the following:		6
HRM 580	Compensation and HR Analytics	
HRM 613	Legal Issues in Managing People	
OB 610	Intrnatl Dimensions of Managmt	
<b>Total Credit Hours</b>		<b>9</b>

### Information Systems Management

Available only on campus

Choose any three graduate ISM courses beyond ISM 525.

### International Business

Available online and on campus

Code	Title	Credit Hours
Select three courses from:		9
BE 583	Global Econ: Crisis & Growth	
FIN 655	International Financial Mgt	
MKT 622	Global Marketing	
OB 610	Intrnatl Dimensions of Managmt	
OM 571	Supply Chain Management	
<b>Total Credit Hours</b>		<b>9</b>

### Marketing

Available on campus

Code	Title	Credit Hours
Required:		
MKT 565	Advanced Marketing Management	
Select two courses from:		6
MKT 534	Sales Management and Personal Selling	
MKT 564	Graduate Marketing Research	
MKT 620	Understanding Customers	

MKT 621	Advertising and Promotion
MKT 622	Global Marketing
BA 691	Graduate Seminar (In order for BA 691 to be an option, it must be a marketing topic. )

**Total Credit Hours** 6

## Supply Chain Management

Available on campus

Code	Title	Credit Hours
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Required:

OM 571	Supply Chain Management	6
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Select two courses from:

OM 660	Supply Chain Analytics	6
OM 661	Supply Chain Logis Mgmt	
OM 662	Product Dvlpmnt & Tech Mgmt	
OM 663	Lean & Six Sigma	
OM 664	Strategic Sourcing	
OM 665	ERP in SCM	

**Total Credit Hours** 6

- MBA/MS in Finance (<http://catalog.umd.umich.edu/graduate/college-business/dual-degrees/mba-ms-finance/>)
- MBA/MS-Information Systems (<http://catalog.umd.umich.edu/graduate/college-business/dual-degrees/mba-ms-information-systems/>)
- MBA/MS-Supply Chain Management (<http://catalog.umd.umich.edu/graduate/college-business/dual-degrees/mba-ms-supply-chain-management/>)
- MBA/MSE-Industrial and Systems Engineering (<http://catalog.umd.umich.edu/graduate/college-business/dual-degrees/mba-mse/>)
- MBA/MHSA (<http://catalog.umd.umich.edu/graduate/college-business/dual-degrees/mba-mhsa/>)

## Learning Goals

Goal 1: Students will have an understanding of the core business disciplines and be able to apply this knowledge to global business situations.

- Objective 1.1: Students will demonstrate knowledge of disciplinary concepts, terminology, models, and perspectives.
- Objective 1.2: Students will identify business problems and apply appropriate solutions (problem-finding/problem-solving).
- Objective 1.3: Students will integrate knowledge across disciplinary areas (integrative thinking).
- Objective 1.4: Students will apply knowledge in a global environment.

Goal 2: Students will be effective communicators.

- Objective 2.1: Students will demonstrate an ability to effectively communicate in a manner that is typically required of a business professional.

Goal 3: Students will appreciate the importance of ethical/corporate social responsibility principles.

- Objective 3.1: Students will identify and explain alternative approaches to ethical/corporate social responsibility issues.

### BA 605 Managerial Decision Making 3 Credit Hours

This course covers the findings of research on behavioral decision making as they apply to managerial decision making. You will learn how the human mind works, what it is particularly good at and not so good at, and what the implications of this are for managerial decision making. The course will help you make better decisions and understand the potential shortcomings of the decisions made by your colleagues, competitors, collaborators, and customers. Topics include human cognition, overconfidence, heuristics and biases in decision making, bounded awareness, framing, preference reversal, motivational and emotional influences on decision making, escalation of commitment, expertise in decision making, and fairness and ethics in decision making. We will apply the research on behavioral decision making to a wide variety of problems in various domains of business, study how applications of information systems can mitigate limitations of the human mind, and apply our knowledge of the way the human mind works to develop an understanding of ways to improve managerial decision making. Students interested in careers in a wide variety of business professions will find the knowledge and skills gained in this course to be useful in their professional endeavors.

**Prerequisite(s):** BE 530 and (MIS 525 or ISM 525) and OB 510 and (DS 520 or IMSE 510 or IMSE 514)

### BA 607 Business Disruption in the Digital Age: Machine Learning, Platforms, and the Crowd 3 Credit Hours

This course integrates research from the fields of economics, mathematics and statistics, information systems, and organizational behavior as they inform our understanding of the three interrelated phenomena of machine learning, the platform, and the crowd that are disrupting and transforming businesses organizations, industries, and the economy. Our study of machine learning will contrast human decision making (and its limitations and biases) with machine learning and examine the organizational and economic effects of robotics, digitization, and other technological innovations. Our study of platforms will focus on network effects, technical architecture, and strategies related to the monetization and openness of platforms. Our study of the crowd will focus on crowd-based expertise, prediction markets, economic impacts of the sharing economy, blockchain, regulatory issues in the sharing economy, and issues of the nature of work and labor in the sharing economy. We will apply and integrate research in these areas to the development of insights into business problems with an emphasis on shifts in traditional business organizations and emerging types of organizations that use technological innovations in ways that have the potential for disrupting and transforming industries. Students interested in careers in a wide variety of business professions will find the knowledge and skills gained through this course to be useful in their professional endeavors. (YR).

**Prerequisite(s):** BE 530 and ISM 525 and OB 510 and (DS 520 or IMSE 510 or IMSE 514)

**BA 611 Organizational Dysfunction and Wealth Effects 3 Credit Hours**

Dysfunction abounds in organizations and can have profound impacts on individuals, organizations, and society. In this course you will learn to identify organizational dysfunction and examine how organizational dysfunction spills over to influence various types of wealth (e.g., financial, social, well-being, time) within social systems. Then, you will learn a framework and tools you can use to (1) make sense of your work experiences and navigate organizations, (2) diagnose and address a wide range of organizational problems, and (3) minimize dysfunction in groups and projects you lead. Students interested in a wide variety of professions will find the expertise gained to be useful for structuring complex projects and company-wide initiatives, allocating scarce resources, and fostering organizational change. (YR).

**Prerequisite(s):** ACC 505 and BE 530 and OB 510

**Restriction(s):**

Can enroll if Degree is Master of Business Admin

Can enroll if College is Business

Can enroll if Major is Business Admin/Finance, Business Admin/Ind & Syst Engr, Business Admin/Information Sys, Business Admin/Supply Chain, Business Administration, Bus Admin/Health Services Adm

**BA 616 Firm Value and Market Reactions 3 Credit Hours**

This course will analyze various decisions made by the firm relating to its operations and external events which impact the operations of the firm. In either case, the effects of events both on the financial statements of the firm and on the financial markets' evaluation of the firms' prospects will be examined. This examination will include an exploration of how quickly, or slowly, firm decisions and external events are impounded into these estimates of firm value. After developing the relevant skills in accounting, finance, and statistical analysis, students will conduct a project of their own exploring empirically and critically the effects of an event on the performance (and perceived performance) of firms. Open only to MBA and dual MBA students.

**Prerequisite(s):** ACC 505 and FIN 531 and (DS 520 or IMSE 514)

**Restriction(s):**

Can enroll if Major is Business Admin/Finance, Business Admin/Ind & Syst Engr, Business Admin/Information Sys, Business Admin/Supply Chain, Business Administration, Bus Admin/Health Services Adm

**BA 690 Graduate Research 1 to 3 Credit Hours**

To provide masters candidates with the opportunity to undertake a research project under the supervision of a faculty member. The research topic is chosen by the student, in consultation with a faculty member in the appropriate discipline. Written approval must be obtained at least two weeks prior to registration on a form available in the Graduate Office. The request must include a comprehensive description of the proposed research project, as well as a time line for the project's completion.

**Restriction(s):**

Can enroll if Class is Graduate

Can enroll if College is Business

**BA 691 Graduate Seminar 1 to 3 Credit Hours**

Topics Course. To provide masters candidates with an opportunity for study of selected advanced topics in particular fields. Topics vary. See Schedule of Classes for current offerings. May be elected more than once if topics differ.

**Prerequisite(s):** (MIS 525 or MIS 502) and (MKT 515 or MKT 610)

**Restriction(s):**

Can enroll if Class is Graduate

**BA 691A Graduate Seminar 3 Credit Hours**

Topic: The Internal Revenue Service. This course introduces the student to the structure, organization, practices and procedures of the Internal Revenue Service. The course is intended to give students an understanding of the organizational makeup of the Internal Revenue Service and the authority of its various employees. The different approaches to resolving tax controversies will be explored through the study of assigned readings and in-depth class discussions. The course will be conducted in a seminar-like fashion with each student expected to make significant contributions to class discussions. Attentiveness to news items affecting the area of federal tax procedures is expected, as well as conveyance to class of these newsworthy developments. This course is appropriate for MSA? Tax Concentration students.

\*An asterisk denotes that a course may be taken concurrently.

**Frequency of Offering**

The following abbreviations are used to denote the frequency of offering: (F) fall term; (W) winter term; (S) summer term; (F, W) fall and winter terms; (YR) once a year; (AY) alternating years; (OC) offered occasionally