

2008 / 2009

COLLEGE OF BUSINESS

MASTER OF
BUSINESS
ADMINISTRATION
PROGRAM GUIDE



Dean's Welcoming Remarks



On behalf of the faculty and staff in the College of Business, welcome to the MBA program at Bowie State University. The University has a long history of seeking distinction and excellence among institutions of higher education in the United States and around the world. We are proud of its heritage, accomplishments and future direction. We also are pleased with our MBA program.

The program is customized and flexible to meet individual students' goals and needs and contains valuable tools to enhance creative and critical thinking. MBA graduates find career opportunities with socially and environmentally friendly non-profit and mainstream organizations. We have built a program upon academic courses that are desired by the private sector and government agencies, which are in search of qualified MBAs to occupy positions of strategic relevance. The skills and knowledge gained in our MBA program also enable participants to obtain positions in international organizations.

Our MBA program offers the opportunity to select one of the following areas of concentration: Accounting, Finance, General Business, Management, and Marketing. The program is student-centered and faculty-driven through a contemporary curriculum. The College of Business, and its highly qualified faculty, is housed in a state-of-the-art facility that provides a supportive, nurturing and stimulating intellectual environment for the development of business leaders. Students have abundant opportunities to interact with leaders and mentors in the local and global business community. Class sizes are suitable for learning and team work, and the overall environment is exciting and rewarding.

Again, welcome to the MBA program in the College of Business at Bowie State University. I wish you success as you seek to advance your career.

Sincerely,

A handwritten signature in black ink that reads "A. C. Nelson". The signature is written in a cursive, flowing style.

Dr. Anthony C. Nelson
Dean, College of Business

MASTER OF BUSINESS ADMINISTRATION (MBA) PROGRAM GUIDE

INTRODUCTION

The purpose of this guide is to provide information about the MBA program and related academic issues. The program is offered by the College of Business, Bowie State University. The Dean of the School is Dr. Anthony C. Nelson, and the coordinator is Dr. Falih M. Alsaaty. The MBA courses are originated from the school's three academic departments (Department of Management, Marketing, and Public Administration; Department of Accounting, Finance, and Economics; and Department of Management Information Systems). In this guide, we attempt to answer questions frequently asked by the MBA students. For additional information, you can seek guidance and assistance from your advisor or the coordinator of the program. You are urged to keep this guide accessible. Please note that the guide does not supersede academic policies and procedures listed in the University's Graduate Catalog or in the Graduate Student Handbook issued by the Office of Graduate Studies.

ADMISSION REQUIREMENTS

MBA applicants must submit evidence of a bachelor's degree from an accredited educational institution, and have a cumulative GPA of 2.5 or better. In addition, the applicants must take the Graduate Management Admission Test (GMAT).

PROGRAM PREREQUISITES

The following courses are prerequisites for admission to the MBA program:

1. Principles of Macro- and Microeconomics
2. Principles of Accounting I and II
3. A course in Computer Applications in Business
4. Principles of Finance
5. Principles of Management
6. Business/Economics Statistics
7. Business Law or Legal Environment of Business

Applicants can fulfill the prerequisites by enrolling in courses at Bowie State University or other educational institution, including a community college.

APPLICATION FOR ADMISSION

Individuals seeking to apply to the MBA program must complete a graduate application, pay the application fee and have official transcripts as well as GMAT scores sent to the Office of Graduate Admissions. The deadlines for application are:

Semester

Deadline Date

Fall	April 1
Spring	November 1
Summer	April 1

Send the application and supporting documents to the following address:

Bowie State University
Office of the Graduate Admissions
Henry Administration Building
14000 Jericho Park Road
Bowie, Maryland 20715-9465

THE PROGRAM

The aim of the MBA program is designed to prepare students for mid- and high-level managerial positions in private organizations as well as government agencies by providing them with the skills and practical information essential for their professional development and career advancement. The program offers students an array of nine core courses and the choice of a concentration study from among five areas:

- Accounting
- Finance
- General
- Management
- Marketing

Each of the concentration study areas requires the completion of six courses beyond the core courses. The program also provides students with an opportunity to interact with faculty members in relatively small groups in an environment characterized by diversity, knowledge, experience and state-of-the-art classrooms.

PROGRAM GOALS

The goals of the MBA program are listed below:

- Provide students with the skills and knowledge essential for succeeding in today's business environment
- Offer students excellence in teaching, along with a supportive academic environment and a rewarding experience
- Enable students to use state-of-the-art technology
- Help students promote their professional development and career goals;
- Assist students to pursue career opportunities

MBA CORE COURSES (27 CREDIT HOURS)

These courses are required of all MBA candidates:

FINA 520	Financial Management
MGMT 538	Marketing Management
MGMT 544	Organizational Theory and Behavior
MGMT 585	Quantitative Analysis
INSS 630	Information Systems in Organizations
ACCT 611	Accounting for Decision Making
MGMT 640	Strategic Management
MGMT 652	International Business
MGMT 683	Production and Operations Management

It is recommended that students take the following courses in the semester or semesters prior to their Comprehensive Examination, because the examination includes questions drawn from these courses:

- FINA 520 Financial Management
- MGMT 538 Marketing Management
- MGMT 640 Strategic Management

STUDY CONCENTRATION

(1) ACCOUNTING (18 credit hours)

The following accounting courses are required of all Accounting Concentration MBA candidates. At least one accounting course is required of the General Concentration candidates.

ACCT 510	Financial Accounting
ACCT 616	Managerial Accounting
ACCT 713	International Accounting
ACCT 715	Tax Management
ACCT 718	Advanced Auditing
ACCT 719	Contemporary Issues in Accounting

(2) FINANCE (18 credit hours)

The following finance courses are required of all Finance Concentration MBA candidates. At least one Finance course is required of the General Concentration candidates.

FINA 621	Advanced Corporate Finance
FINA 622	Financial Institutions
FINA 623	International Finance
FINA 721	Investment Banking and Capital Markets
FINA 722	Security Analysis and Portfolio Management
FINA 723	Speculative Markets

(3) GENERAL (18 credit hours)

The general concentration requires candidates to choose six courses from the Concentration Study areas (Accounting, Finance, Management, and Marketing) in any sequence. Also, the candidates must select at least one course from each of the four Concentration Study areas, and elect the other two courses from any desired Concentration.

(4) MANAGEMENT (18 credit hours)

The following management courses are required of all Management Concentration MBA candidates. At least one management course is required of General Concentration candidates.

ACCT 616	Managerial Accounting
MGMT 541	Entrepreneurship
MGMT 571	Human Resources Management
MGMT 572	Conflict Management
MGMT 649	Seminar in Management
MGMT 650	International Management

(5) MARKETING MANAGEMENT (18 credit hours)

Marketing courses are required of all Marketing Management Concentration MBA candidates. At least one Marketing course is required of General Concentration candidates.

MKTG 533	Promotion Management
MKTG 535	Procurement Management
MKTG 536	Consumer Behavior
MKTG 630	Global Marketing Management
MKTG 631	Logistics and Supply Chain Management
MKTG 637	Marketing Research

ADVISEMENT

At the time of formal admittance to the MBA program, a student is assigned an advisor within his or her area of concentration. Advisors are available to assist students in developing their programs of study, and to answer questions regarding areas of concentration, course offerings, the Comprehensive Examination, and other related academic issues. Students are encouraged to register early during the registration period to ensure a place in class. Questions regarding registration and tuition fees should be directed to the Registrar's Office.

PROGRAM OF STUDY

MBA candidates must follow a Program of Study approved by their advisor and the Office of Graduate Studies. The program should be prepared during the student's first semester. With the approval of the advisor, a student can change the area of concentration (e.g., from Accounting to Management). In such a case, a new Program of Study must be prepared. The student will be responsible to fulfill the course requirements for the new area of concentration, regardless of the number of courses taken in a previous program. Students are allowed seven years to successfully complete the MBA Program.

TRANSFER CREDITS

Students may be able to transfer two graduate courses (six credit hours) with a grade of B or better from other graduate programs, if the courses are identical to the ones required in the area of concentration. Courses accepted for transfer to the MBA program must have been earned at an institution of higher education that is accredited by a regional accrediting body authorized by the U.S. Department of Education.

ADVANCEMENT TO CANDIDACY

Advancement to candidacy can be accomplished by presenting evidence of having the following:

1. Approved Program of Study
2. Grade point average (GPA) of 3.25 or better
3. Minimum of 12 semester hours (four courses) of graduate work, taken at Bowie State University and that count toward the MBA degree

COMPREHENSIVE/QUALIFYING EXAMINATION

MBA candidates must pass the written Comprehensive Examination in order to qualify for the degree. The Office of Graduate Studies is responsible for administering the examination. Students must have completed eight courses (24 credit hours) in order to be eligible to take the examination. The examination is in three disciplines: Financial Management (FINA 520), Marketing Management (MGMT 638), and Strategic Management (MGMT 640). It is typically given twice a year, during the fall and spring semesters. Please consult with the Office of Graduate Studies about summer offerings. Advancement to candidacy is a condition for taking the comprehensive examination. Students are eligible to take the examination twice, and may be allowed to take it a third time because of special circumstances. Permission of the advisor is required.

ATTENDANCE

Students are required to attend every class session scheduled unless otherwise agreed upon by the professor and students. Students are also expected to behave responsibly, be prompt and participate in class. Those who are absent more than three times could jeopardize their grade unless previous arrangements have been approved by the professor. In addition, students who leave class early, without approval from the professor, may be marked absent or late for that particular period.

ACADEMIC INTEGRITY

A rewarding academic experience requires that students adhere to academic policies. Refraining from plagiarism is among the policies. Plagiarism includes, but is not limited to, the following:

- Copying verbatim all or a part of an author's written work without acknowledgement, including using charts, solutions, figures or illustrations
- Paraphrasing ideas, conclusions, or research without citing the source

There are serious consequences for plagiarism, which may include a zero grade or a grade of "F" on the work in question, a grade of "F" in the course, suspension with a file letter, suspension with a transcript notation, or expulsion. The final decision on these choices is with the Office of Graduate Studies.

WRITING STANDARD

Effective managers and leaders are also effective communicators, and written communication is an important element. Exemplary writing is the expected norm in the MBA program. To this end, all papers, individual and group, must demonstrate graduate-level writing ability and comply with the format requirements of either the APA Manual or Kate Turabian Manual for papers and dissertations.

GRADUATE ASSISTANTSHIP

MBA students are invited to apply for graduate or teaching assistantships. Benefits include tuition remission and a stipend. Please contact the Office of Graduate Studies for additional information.

DISABILITY SUPPORT SERVICES

Students who have a disability and need accommodations should report immediately to Disability Support Services (DSS), located in Room 1328 in the Business and Graduate Studies Building.

IMPORTANT NOTE

THE NAMES OF ALL STUDENTS REGISTERED FOR EACH COURSE MUST APPEAR ON THE CLASS ROSTER. IF YOUR NAME IS NOT ON THE CLASS ROSTER, YOU MUST HAVE AN ADMIT SLIP FROM THE REGISTRAR. IN THE EVENT THAT YOUR NAME DOES NOT APPEAR ON THE ROSTER AND YOU HAVE YOUR ADMIT SLIP,

YOU MUST SEE THE REGISTRAR IMMEDIATELY BECAUSE YOU WILL NOT RECEIVE A FINAL GRADE. CONSEQUENTLY, YOU WILL AGAIN NEED PROOF FROM THE REGISTRAR THAT YOU ARE OFFICIALLY REGISTERED FOR THE COURSE.

FULL-TIME MBA FACULTY MEMBERS

Dr. Falih M. Alsaaty, MBA coordinator	301-860-3624
Dr. Jennifer Bailey, marketing coordinator	301-860-3553
Professor William Davidson	301-860-3628
Professor Samuel Duah, chair and accounting coordinator	301-860-3594
Dr. Elkannah Faux	301-860-3645
Dr. Justin Harris, advisor	301-860-3636
Dr. Anil Khatri	301-860-3639
Dr. Aly Mansour, advisor	301-860-4009
Professor Symon Manyara	301-860-3635
Professor Bernard McNeal	301-860-3781
Dr. Granville Sawyer, finance coordinator	301-860-3620
Dr. Azene Zenebe	301-860-3641

OTHER IMPORTANT CONTACT INFORMATION

Dr. Anthony C. Nelson, dean, College of Business	301-860-3596
Dr. Marion Harris, chair, Department of Management, Marketing and Public Administration	301-860-3622
Professor Samuel Duah, chair, Department of Accounting, Finance and Economics	301-860-3594
Dr. David Anyiwo, chair, Department of Management Information Systems	301-860-3626
Michael Hughes, Disability Support Service	301-860-4067
Jerry Isaac, Office of Graduate Studies	301-860- 3406
Angela Isaac, Office of Graduate Admissions	301-860-3447
Elaine Gunter, Graduate Registrar's Office	301-860-3446

COURSE DESCRIPTIONS

ACCT 510 Financial Accounting

This course introduces the concepts and procedures necessary for the preparation and interpretation of accounting information in the form of external accounting reports. The course focuses on the basic accounting model in order to develop the skills associated with the reading, interpreting and analyzing of financial statements, by creating an awareness of the issues and problems associated with financial accounting models.

ACCT 611 Accounting for Decision-Making

Building on the MBA Program coursework, advanced techniques for internal decision-making by business entities are investigated and applied to case studies. Domestic and international business problems are examined with the emphasis on managerial accounting principles and procedures.

ACCT 616 Managerial Accounting

This course is designed to provide a review of basic financial statements and methods used in their analysis, the development and use of accounting information for management purposes, and an application of the principles to problem and case analyses.

ACCT 713 International Accounting

The course focuses on the current accounting issues associated with multinational corporations, with particular emphasis on foreign currency translation, and unique problems encountered in consolidation process as related to these types of business entities.

ACCT 715 Tax Management

The course examines the impact of tax legislation and regulation on the management planning process. It will include the techniques of analyzing the tax implications associated with investment considerations, acquisitions, mergers and other related financial planning issues.

ACCT 718 Advance Auditing

The course is designed to focus on issues relating to statistical sampling techniques, implications of replacement cost data in the audit process, the evaluation of accounting versus administrative controls, computer audit techniques, as well as other accounting issues associated with the audit compliance procedures.

ACCT 719 Contemporary Issues in Accounting

The course explores recent developments in all areas of accounting. The relevance, importance, practicality and appropriateness of the respective accounting issues are examined and discussed. It is recommended that students take this course in their last semester.

FINA 520 Financial Management

This course provides graduate-level overview of the essential concepts of financial management. The orientation is managerial, with emphasis on the recognition and solution of financial problems as they confront the financial manager in a business environment.

FINA 621 Advanced Corporate Finance

In this course, students learn by applying the theory of corporation finance. Market efficiency, capital structure, capital budgeting and dividend policy is also explored.

FINA 622 Financial Institutions

The theory of financial intermediation is applied in this course. The behavior of commercial banks, mutual savings banks, credit unions and insurance companies is explored. Other topics

covered include government regulations, the Federal Reserve System, the Federal Deposit Corporation, interest rates, money supply and insurance.

FINA 623 International Finance

The concepts and techniques of business operations in international environments are examined. Multinational corporations, ethical issues facing the multinational corporations, exchange rates and their effects, managing cultural and political risk and international trade agreements are important topics to be covered.

FINA 721 Investment Banking and Capital Markets

This course explores the concepts of international banking and capital markets. It integrates the modes of international financial transactions by means of deposits, bonds, stocks and other financial instruments. Also, students evaluate the role of credit, interest rates and foreign exchange in international banking and capital markets.

FINA 722 Security Analysis and Portfolio Management

The course evaluates a wide range of short- and long-term financial vehicles -- treasury bills, commercial paper, Euro-dollars, bankers' acceptance, common stock, preferred stock and commercial bonds. The effects of interest rates on short- and long-term financial vehicles are examined.

FINA 723 Speculative Markets

The course analyzes the concept of speculation. Day trading, put-and-call options, speculative stocks and junk bonds and their impact on financial markets are explored.

INSS 630 Information Systems in Organizations

This course introduces basic management information system concepts and examines the fundamental types of information systems. Personal, work group and enterprise information systems will be discussed. The use of information to gain competitive advantage also will be examined. Other topics discussed include the economics of information, use of value-added concepts to evaluate the effectiveness of information systems, and the applications of system theory in information system architecture.

MGMT 541 Entrepreneurship

In this course, students explore the role of entrepreneurs in a free enterprise system and assesses their contributions to economic progress and national prosperity. Emphasis is placed on types of entrepreneurs, reasons for individuals to become entrepreneurs, conditions that encourage opportunities for entrepreneurs, and the personality traits that typically characterize entrepreneurs. Moreover, the course examines the process of starting a new venture and explains how organizations promote entrepreneurship.

MGMT 544 Organizational Theory and Behavior

This course presents basic concepts of formal organizations. Students will become acquainted with the major conceptual models which purport to explain organizational behavior, will acquire

an understanding of the methods used to study organizations and will analyze some of the research that has been produced. While the emphasis is placed on critical analysis of literature that deals with “what is,” some attention is given to views about “what should be” in order for people to derive maximum satisfaction and other benefits from organization activity.

MGMT 571 Human Resource Management

Students learn through from an analysis of problems, issues and opportunities in managing procurement, development, utilization and maintenance of an effective, productive and a satisfied workforce.

MGMT 572 Conflict Management

This course is designed to acquaint the student with the nature of -- and the problems associated with -- human conflicts in the context of domestic and international organizations. It explains conflict situations, explores the competitive and cooperative conflict styles, and identifies and describes conflict resolution techniques. This course also discusses the elements of effective negotiations and explains the advantages of added value negotiating.

MGMT 585 Quantitative Methods for Decision Making

Students become acquainted with the quantitative techniques commonly used in the decision-making processes.

MGMT 640 Strategic Management

This course deals with strategic planning, analysis of operational systems and policy issues, as well as developing and implementing solutions to strategic managerial problems.

MGMT 649 Seminar in Management

The focus of the seminar is the analysis of current issues facing top management in mid-sized and large firms. Emphasis is also placed on such issues as the globalization of goods, services, capital, technology, domestic and global competition, market opportunities and threats, business strategies and innovation. Recent developments and trends concerning reengineering as well as organizational and managerial functions also are reviewed.

MGMT 650 International Management

Class participants explore the managerial process of leading, planning, organizing staff, coordinating, and controlling in a global context. Topics emphasized in this course include the role of the international manager, cross-national ethics, the global environment, international organizational structure and international strategy. In addition, issues such as cross-cultural leadership are emphasized.

MGMT 652 International Business

The course introduces international business as an integrative field that cuts across multinational operations based on the movement of goods, human resources, technology, finance and markets. Topics include foreign investment, the monetary system, financial forces, socio-cultural forces,

political and legal forces, strategic planning and control systems as well as trends and directions affecting competition.

MGMT 683 Production and Operation Management

Students examine the processes and techniques of decision-making in the context of production and operations, including planning, analysis and control. Emphasis is placed on resource allocation, scheduling and utilizing human capital. In addition, quality control processes, product and services are emphasized. Linear programming, critical path analysis as well as time-series analysis are some of the key techniques reviewed in the course.

MKTG 533 Production and Promotion Management

This course examines theories and applications related to marketing communications, with focus on planning, managing and implementing the promotional mix, advertising, publicity, personal selling, sales promotion and public relations. The approach is to view promotion as a key marketing tool coordinated with other elements of marketing. Discussion topics include integrated marketing communications, media selection, developing an optimal promotional mix, budgeting for promotional strategy, international promotion policies, and measuring the effectiveness of promotion. Students will learn the skills of developing and implementing promotion campaign.

MKTG 535 Procurement Management

The course examines purchasing and material management principles and practices, organization and functions in materials management, determination of requirements, source selection, buying practices, policies and ethics applicable to public and private administration.

MKTG 536 Consumer Behavior

The course examines the patterns and factors influencing consumer and organizational buying behavior. The course material also includes concepts and findings from behavioral sciences. Analysis includes an integrated model of consumer behavior and the elements that influence the decision-making process. Consumer behavior in global markets also is emphasized.

MKTG 630 Global Marketing Management

In this course, students examine the theories, practices and contemporary issues related to global marketing management. The course provides an in-depth study of the various elements of the international marketing environment including socio-cultural, political, legal, competitive, technological and economic. The course also discusses strategic decisions related to international product, pricing, promotion, and distribution policies. Other issues discussed include competitive strategies, foreign market entry strategies, ethics, free trade zones, global marketing organizational and multinational economic integration. Application of global marketing strategies will be examined through case analysis and class project.

MKTG 631 Logistics and Supply Chain Management

The course promotes analysis of the factors involved in designing and managing channels of distribution. Students study the role of various channel members and their behavioral aspects and power struggle in business relations among manufacturers, wholesalers and retailers. The course

discusses marketing logistics, including the management of physical distribution of goods moving through the marketing system. The impact of distribution policies on costs and customer service are analyzed, as well as the relationships between distribution and other elements of marketing. Models and quantitative methods are utilized in the analysis.

MKTG 637 Marketing Research

Students engage in an in-depth analysis of the application of the scientific investigation used for decision-making in solving marketing problems, problem/opportunity formulation, determination of research objectives, creation of research design, selection of data collection method and sampling procedure, data organization and analysis, interpretation of research results, preparation of the research report and follow-up activities. The course also focuses on strategic implications of marketing research and the application of marketing research methods in the real world through case analysis.

MKTG 638 Marketing Management

Marketing management encompasses the process of developing and implementing marketing strategies, the role of marketing in a business organization and the importance of building customer satisfaction, and how to scan various elements of the marketing environment to detect opportunities and threats. Students taking this course also study the planning and managing of marketing programs using effective product, promotion and price strategies are examined. Case analysis is used to apply real-world marketing theories and practices. The course also emphasizes the analytical skills necessary for decision-making in marketing.