

# MASTER OF BUSINESS ADMINISTRATION PROGRAM

*College of Business and Public Management*

540 Business and Public Management Center  
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West Chester University

West Chester, PA 19383

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Master of Business Administration Program (<http://www.wcupa.edu/mba/>)

Professor Halsey ([bhalsey@wcupa.edu](mailto:bhalsey@wcupa.edu)), *MBA Coordinator*

West Chester University's Master of Business Administration program is a flexible, dynamic curriculum that exposes students to the core business topics relevant to a global business environment, while also presenting options for acquiring more specialized knowledge.

Contact the MBA Office ([mba@wcupa.edu](mailto:mba@wcupa.edu)) for details.

## Top Accreditation. Top Ranking.

We are accredited by AACSB International--the premier global accrediting body for business schools. AACSB accreditation represents the highest standard of achievement for business schools worldwide, with less than 5% of the world's 13,000 business programs having earned the accreditation. AACSB-accredited schools produce highly skilled graduates that are more desirable to employers than graduates of non-accredited schools.

## Program of Study

### Master of Business Administration

West Chester University offers an MBA program which is:

- Designed for professional growth and career advancement
- Multidisciplinary
- Relevant for today's changing business climate
- Innovative, convenient, and an exceptional educational value

Students have full access to all University resources.

The University's MBA program seeks motivated individuals with diverse backgrounds who have demonstrated quality performance as an undergraduate.

**The West Chester University MBA program is accredited by AACSB International - The Association to Advance Collegiate Schools of Business, an international accrediting agency for quality business management programs.**

### 100% Online Courses

The entire MBA and the Certificate programs are offered online. Each of our programs are open both to in-state and out-of-state students. Our online courses are offered over seven weeks. Five terms are offered in each academic year (Fall 1, Fall 2, Spring 1, Spring 2, and Summer). Each seven-week term course is a full three-credit graduate course. Most part-time students take only one course per seven-week term. Full-time students take multiple courses per seven-week term. You can vary your load in a given session to suit your work/life balance.

Our online courses are asynchronous, which means that there are weekly deadlines and examination windows, but generally no other set time that you need to log into the course. This means that you can complete your classwork on your weekly schedule--around your work and family commitments. In some cases, professors may assign students into teams, and teams may need to coordinate their work and therefore be available at a certain time.

## Programs

### Master's Program

- Master of Business Administration (MBA) (<http://catalog.wcupa.edu/graduate/business-public-management/business-administration/master-business-administration-mba/>)

### Certificates

- Project Management (<http://catalog.wcupa.edu/graduate/business-public-management/business-administration/project-management-certificate/>) **(no longer accepting new students)**
- Business Analytics (<http://catalog.wcupa.edu/graduate/business-public-management/business-administration/business-analytics-certificate/>) **(no longer accepting new students)**

## Admissions

All applicants to one of West Chester University's graduate programs will be held to the graduate admissions requirements (<http://catalog.wcupa.edu/general-information/admissions-enrollment/graduate-admissions/>). When applicable, additional requirements for admission into specific department program(s) may be listed below.

### Admissions Policy for the Master of Business Administration

#### Application Requirements

A complete application to the Master of Business Administration program consists of the following items:

1. All official undergraduate transcripts, and any official graduate transcripts;
2. Graduate Management Admissions Test (GMAT) scores (unless a waiver is granted by the program Director);
3. A detailed, professional essay that addresses the applicant's career plans, and the applicant's professional or academic background in the Prerequisite Knowledge Areas of Accounting, Economics, Finance, Marketing, Management, and Quantitative Business Analysis;
4. A current resume; and
5. Three letters of recommendation. At least one of the letters of recommendation must be from a professional supervisor or colleague. The program will accept a professor's recommendation in lieu of a professional recommendation for traditional students without work experience.

#### Full Admission

Successful full admission applicants meet the following criteria. Admissions decisions are made after reviewing the totality of the applicant's file.

1. Hold a bachelor's degree or above in any major/field from an accredited institution; and
2. Earn a GMAT minimum overall score (or GRE equivalent) of 460 or above within 5 years prior to the date of application. GMAT/GRE waivers are granted at the discretion of the Graduate Director based on prior academic performance and experience; and
3. Earn an admissions score ((Cumulative GPA from highest degree earned x 200) + GMAT Score) of 1100 or above;
4. Have at least two years of professional work experience;
5. Prove competency in the Prerequisite Knowledge Areas of Accounting, Economics, Finance, Marketing, Management, and Quantitative Business Analysis. Competency is demonstrated at the discretion of the Graduate Director by prior coursework with a C grade or above in the Prerequisite Knowledge areas, by third party certifications, or by experience.

## Provisional Admission

Provisional admission is available to applicants at the discretion of the Graduate Director after reviewing the totality of the applicant's file.

1. Substantially, but not fully, meet the Prerequisite Knowledge Area requirements;
2. Have a strong business background but do not meet the admissions score for full admission; or
3. Do not meet the professional work experience requirement but have demonstrated through the other elements of their application the potential for successful completion of the program.

## Admissions Policy for All Certificates Offered by the MBA Program

Successful applicants meet the following criteria:

1. Be concurrently enrolled in the Master's of Business Administration program, or another graduate level program at the University or;
2. Hold a bachelor's degree or above in any major/field from an accredited institution\*; and
3. Prove competency in the Prerequisite Knowledge Areas of Accounting, Economics, Finance, Marketing, Management, and Quantitative Business Analysis. Competency is demonstrated at the discretion of the Director by prior coursework with a C grade or above in the Prerequisite Knowledge areas, by third party certifications, or by experience.

\* Note that space is very limited in the certificate programs for students who are not concurrently enrolled in another graduate program at West Chester University.

## Policies

All graduate students are held to the academic policies and procedures (<http://catalog.wcupa.edu/graduate/academic-policies-procedures/>) outlined in the graduate catalog. Students are encouraged to review departmental handbooks for program tips, suggested course sequences, and explanations of procedures. When applicable, additional policies for specific department programs may be listed below.

### MBA Degree Candidacy Policy

For degree candidacy approval, students must maintain a minimum cumulative grade point average (GPA) of 3.0 in all MBA courses, be fully matriculated, and have completed all Core Prerequisite Knowledge courses.

### MBA Graduation Requirement

Students must maintain a minimum cumulative GPA of 3.0 in all MBA courses and a 3.0 GPA in concentration courses.

### MBA Comprehensive Exam Policy

All students will complete a comprehensive exam in their final semester. The degree will be granted only when the student's comprehensive exam score meets the passing standard set by the Graduate Curriculum Management Committee for the School of Business.

### MBA Time to Degree Completion Policy

All requirements for the Master of Business Administration degree must be completed within three years.

### MBA Ethics Pledge Policy

All students will sign an ethics pledge as determined by the Graduate Curriculum Management Committee for the School of Business. A student will not be permitted to schedule until the pledge is signed and submitted to their advisor or the advisor's designee.

## Graduate Certificate in Project Management

Students may take up to two courses without matriculating (per WCU policy). Matriculation must occur in the graduate certificate and/or MBA (if enrolled concurrently) before their third course. MBA students must declare for the Project Management Certificate while matriculated. Project Management Certificate students may continue on for MBA if they meet MBA admission requirements.

## Graduation Policy for All Certificates Offered by the MBA Program

Any certificate offered by the MBA program will be conferred in the same semester that the student completes their graduate degree program.

## Faculty

### Accounting Faculty

#### Professors

Robert P. Derstine (rderstine@wcupa.edu) (2013)  
B.S.B.A., M.B.A., Drexel University; Ph.D., State University of New York at Buffalo

Kevin E. Flynn (kflynn@wcupa.edu) (1998)  
B.S. Miami University of Ohio; M.S., Drexel University; Ph.D., Drexel University

Lori Fuller (lfuller2@wcupa.edu) (2009)  
Chairperson, Accounting  
B.B.A., University of Oklahoma; Ph.D., Arizona State University

Peter Oehlers (poehlers@wcupa.edu) (2004)  
B.S., Rowan University; M.B.A., Drexel University; D.B.A., Louisiana Tech University

#### Associate Professors

Sean Andre (sandre@wcupa.edu) (2016)  
B.A., M.A., Ph.D., University of Wisconsin, Madison

Richard Barndt (rbarndt@wcupa.edu) (2010)  
B.S., M.B.A., La Salle University; Ed.D., Widener University

Joy Embree (jembree@wcupa.edu) (2016)  
M.B.A., University of Akron; Ph.D., University of Nebraska-Lincoln; C.P.A., Wyoming

Ki Kyung Song (ksong@wcupa.edu) (2018)  
B.A., Ewha Women's University, South Korea; M.S., Ph.D., Temple University

#### Assistant Professor

Phyllis A. Belak (pbelak@wcupa.edu) (2013)  
B.S., West Chester University of Pennsylvania; M.B.A., Drexel University

### Economics & Finance Faculty

#### Professors

Thomas Andrews (tandrews@wcupa.edu) (1997)  
B.S., West Chester University; M.A., Ph.D., Temple University

Simon Condliffe (scondliffe@wcupa.edu) (2008)  
B.A., University of Humberside, England; M.S., Ph.D., University of Delaware

David J. Doorn (ddoorn@wcupa.edu) (2012)  
B.A., University of Wisconsin-Milwaukee; Ph.D., North Carolina State University

Orhan Kara (okara@wcupa.edu) (2003)  
B.A., University of Ankara; M.S., Ph.D., University of Wisconsin - Madison; Ph.D., University of Wisconsin - Milwaukee

Huimin (amy) Li (hli@wcupa.edu) (2004)  
B.E., M.A., Xi'an Jiaotong University (China); Ph.D., Drexel University

Bahar Ulupinar (bulupinar@wcupa.edu) (2010)  
B.A., Ege University (Turkey); Ph.D., Louisiana State University

Dazhi Zheng (dzheng@wcupa.edu) (2010)  
B.S., Tsinghua University (China); M.S., University of Cincinnati; M.S., University of Illinois at Urbana-Champaign; Ph.D., Drexel University

Lei Zhu (lzhu@wcupa.edu) (2006)  
B.E., M.S., Hohai University; Ph.D., Drexel University

### Associate Professors

Gerald Abdesaken (gabdesaken@wcupa.edu) (2013)  
B.S., Pennsylvania State University; M.A., Berlin School of Economics; Ph.D., Bocconi University

Euikyu Choi (echoi@wcupa.edu) (2016)  
B.S., M.B.A., Virginia Tech; Ph.D., Temple University

Wei Du (wdu@wcupa.edu) (2016)  
Assistant Chairperson, Economics and Finance  
B.S., Tongji University; M.S., Illinois Institute of Technology; Ph.D., Louisiana State University

Ebru Isgin (eisgin@wcupa.edu) (2012)  
B.A., Bogazici University, Istanbul; M.A., Ph.D., Rutgers University

Kyle Kelly (kkelly2@wcupa.edu) (2016)  
Chairperson, Economics and Finance  
B.A., Bloomsburg University; M.A., Ph.D., Binghamton University

Taek-Yul Kim (tkim@wcupa.edu) (2014)  
B.A., Kyung Hee University; M.S., University of Illinois; Ph.D., Drexel University

Michael Malcolm (mmalcolm@wcupa.edu) (2013)  
B.A., Bucknell University; M.S., Ph.D., University of Wisconsin-Madison

Matthew McMahon (mmcmahon@wcupa.edu) (2018)  
B.A., B.S., Appalachian State University; M.A., Ph.D., University of Tennessee

Thomas O. Miller (tmiller@wcupa.edu) (2011)  
B.S., M.B.A., Villanova University; Ph.D., Pennsylvania State University

Matt B. Saboe (msaboe@wcupa.edu) (2013)  
B.A., Moravian College

Megan V. Teague (mteague@wcupa.edu) (2017)  
University of Tampa, B.A.; George Mason University, M.A.; George Mason University, Ph.D.

Thomas W. Tolin (ttolin@wcupa.edu) (1992)  
B.A., University of Southwestern Louisiana; Ph.D., University of Houston

### Assistant Professor

Selcuk Karahan (skarahan@wcupa.edu) (2018)  
B.A., Marmara University; M.S., West Virginia University; Ph.D., University of Cincinnati

### Management Faculty

#### Professors

Gerard A. Callanan (gcallanan@wcupa.edu) (2001)  
B.A., Temple University; M.B.A., La Salle University; Ph.D., Drexel University

Susan Fiorentino (sfiorentino@wcupa.edu) (2013)  
Graduate Coordinator, Management  
B.A., West Chester University; M.A., J.D., Villanova University

Brian Halsey (bhalsey@wcupa.edu) (2010)  
Coordinator, MBA Program  
B.A., Shippensburg University; J.D., Widener University School of Law; LL.M., Villanova University School of Law

Matthew I. Shea (mshea@wcupa.edu) (2012)  
Minor Coordinator, Management  
B.A., Connecticut College; M.H.A., M.B.A., University of Pittsburgh; Ph.D., Temple University

Sandra M. Tomkowicz (stomkowicz@wcupa.edu) (1993)  
Director, Pre-Law Program  
Minor Coordinator, Management  
B.S., La Salle University; J.D., University of Pennsylvania

Xiaowei Zhu (xzhu@wcupa.edu) (2006)  
Chairperson, Management  
B.S., Beijing Union University; M.A., University of Iowa; Ph.D., University of Wisconsin-Milwaukee

Monica Zimmerman (mzimmerman@wcupa.edu) (2008)  
Minor Coordinator, Management  
B.S., Messiah College; M.B.A., Pennsylvania State University; Ph.D., Temple University

### Associate Professors

Jennifer R. Bozeman (jbozeman@wcupa.edu) (2016)  
Minor Coordinator, Management  
B.A., University of Winnipeg; M.B.A., Drexel University; Ph.D., University of Manitoba

Johnna Capitano (jcapitano@wcupa.edu) (2016)  
B.S., Ph.D., Drexel University; M.B.A., University of California, Los Angeles

Kelly Fisher (kfisher@wcupa.edu) (2014)  
B.S., Excelsior College; M.B.A., University of North Florida; Ph.D., Monash University

Guohua Jiang (gjiang@wcupa.edu) (2013)  
B.S., Hebei University of Economics and Business; M.S., University of Reading (UK); Ph.D., Temple University

Li Lu (llu@wcupa.edu) (2016)  
B.A., Peking University; M.S., Cornell University; Ph.D., University of Southern California

David Perri (dperri@wcupa.edu) (2005)  
B.A., College of the Holy Cross; M.A., Pennsylvania State University

Paul F. Rotenberry (protenberry@wcupa.edu) (2005)  
B.A., Widener University; M.A., Ph.D., University of Akron; SHRM-SCP, The Society for Human Resource Management

Ma Ga (mark) Yang (myang@wcupa.edu) (2013)  
Minor Coordinator, Management  
B.A., Hankuk University of Foreign Studies; M.B.A., Ph.D., The University of Toledo

### Assistant Professors

Leah Z.b. Ndanga (lndanga@wcupa.edu) (2018)  
Assistant Chairperson, Management  
B.S., University of Fort Hare; M.S., University of Pretoria; M.S., Purdue University; Ph.D., University of Massachusetts Amherst

Phuoc Pham (ppham@wcupa.edu) (2018)  
B.A., Ho Chi Minh City University of Technology; M.B.A., Murray State University

Blythe L. Rosikiewicz (brozikiewicz@wcupa.edu) (2019)  
B.S., Cornell University; M.B.A., Loyola University Maryland; Ph.D., Drexel University

Qi Zou (qzou@wcupa.edu) (2019)  
B.A., Beijing Information Science & Technology University; M.B.A., University of Wisconsin-Parkside; Ph.D., University of Toledo

## Marketing Faculty

### Professors

John Gault (jgault@wcupa.edu) (1991)  
B.S., U.S. Naval Academy; M.B.A., University of Pennsylvania; Ph.D., Drexel University

Jason Phillips (jphillips@wcupa.edu) (1999)  
B.S., Pennsylvania State University; M.B.A., Texas A&M University; Ph.D., Pennsylvania State University

Chun-Chen Wang (cwang@wcupa.edu) (2011)  
B.A., Fu Jen Catholic University (Taiwan); M.B.A., Baruch College; Ph.D., University of Texas at Arlington

Yong J. Wang (ywang2@wcupa.edu) (2017)  
Chairperson, Marketing  
LL.B./ B.A., Qingdao University; LL.M., University of Amsterdam; Ph.D., University of Texas

### Associate Professors

Alex Cohen (acohen2@wcupa.edu) (2017)  
University of Nevada, B.S.; Drexel University, M.S.; Drexel University, Ph.D.

Michael Guiry (mguiry@wcupa.edu) (2016)  
B.S., Cornell University; M.B.A., Duke University; Ph.D., University of Florida

Valerie Wang (vwang@wcupa.edu) (2017)  
University of Texas- Pan American, B.A.; Ohio University, M.E.; Ohio University, Ph.D.

### Assistant Professor

Sang Yong Bok (sbok@wcupa.edu) (2019)  
B.S., M.S., Dankook University; M.S., University of Southern California; Ph.D., Dongguk University

## Courses

### MBA

#### MBA 601. Strategic Cost Management. 3 Credits.

This is a course in advanced managerial accounting, focusing on accounting methods and techniques useful in making business decisions. Included are measurements of divisional performance, revenue and pricing decisions, product performance, customer performance, and budgeting. Control systems and techniques are examined from a managerial perspective.  
Pre / Co requisites: MBA Prerequisite Majors Only.  
Distance education offering may be available.

#### MBA 602. Financial Analysis and Valuation. 3 Credits.

The knowledge of financial principles is advantageous to managers in virtually every discipline in business. This course is designed as an in-depth financial analysis and valuation course to stimulate critical thinking of financial problems of businesses and focus on valuation. The basic aspects of financial analysis and valuation including use of ratios to assess corporate performance, projection of financial statements for both projects and whole companies, estimation of weighted average cost of capital, valuation of assets, projects and companies using discounted cash flow approach are covered. Also special topics, such as international aspect of financial management will be covered. Projects and cases will be used in the course to provide students with hands on experience in the use and application of financial tools and technology, especially Excel. Team building and written communication skills are also important for the group project.  
Pre / Co requisites: MBA Prerequisite Majors Only.  
Distance education offering may be available.

#### MBA 603. Global Operations and Supply Chain Management. 3 Credits.

This course utilizes interactive learning methodologies to promote awareness of the operations and supply chain management techniques available for improving the organizational structures which create and deliver value to customers. Through the case approach, students will learn how an operation strategy that is cross-functional and global creates competitive advantage for both manufacturing and service companies. Topics covered include project management, product design, process analysis, electronic commerce, and enterprise resource planning systems. In particular, because of its emerging role in today's corporation, supply chain management will be emphasized.  
Pre / Co requisites: MBA Prerequisite Majors Only.  
Distance education offering may be available.

#### MBA 604. Components of Effective Leadership. 3 Credits.

An examination of management theory and its relationship to human resource functions. This course traces the development of management and organization principles and theories, with an emphasis on applying them to human resource issues. This course examines the relationship between the individual and the organization, and topics such as leadership and motivation, attitudes, selection, performance appraisal, and individual and group decision making will be explored.  
Pre / Co requisites: MBA 604 requires a prerequisite of MBA majors only.  
Distance education offering may be available.  
Typically offered in Fall, Spring & Summer.

#### MBA 605. Business, Society & Environment. 3 Credits.

This course provides an overview of how major trends in the world economy, social issues, political, legal and ethical systems affect business. The student will enhance his/her ability to understand the implications of major social, economic, political, legal and ethical trends in the U.S. and the world; critically examine his/her own position on these issues; critically analyze popular writings on these issues; and appreciate the perspective of others whose circumstances differ from those of the student.  
Pre / Co requisites: MBA Prerequisite Majors Only.  
Distance education offering may be available.

#### MBA 606. Innovation and Marketing Strategy. 3 Credits.

This course examines the strategic issues facing organizations as they develop solutions that satisfy customer needs and create customer value. Emphasis is placed on identifying and explaining approaches to creating a marketing environment that encourages creative thinking. Coverage includes the processes and strategies for developing and maintaining customer value, techniques and technologies used to gather and analyze market information, innovative approaches for developing marketing solutions, and other contemporary issues affecting today's marketing decision makers. Topics are investigated using a number of methods including case study, analytical and hands-on exercises, and real-world discussion.  
Pre / Co requisites: MBA Prerequisite Majors Only.  
Distance education offering may be available.

#### MBA 607. Economic Analysis for Business. 3 Credits.

This course is an examination of applied microeconomic and macroeconomic theory. Students will reinforce an operational knowledge of economic theory and concepts, and the ability to integrate these concepts in advanced real-world analyses. This course utilizes technology in the decision making process and includes applied economic data analysis.  
Pre / Co requisites: MBA 607 requires a prerequisite of admission to the MBA major.  
Distance education offering may be available.  
Typically offered in Fall, Spring & Summer.

#### MBA 610. Law and Ethics in the Business Environment. 3 Credits.

This course is designed to meet the professional needs of managers who have minimal exposure to the law and to enhance their knowledge of the legal and ethical environment of business operations. It examines the framework of the American legal system. The course focuses from a managerial and entrepreneurial perspective on sources of law: including the constitutional, statutory, administrative, and common law principles that define the relationships between government and business; buyers and sellers of goods and services; and employers and employees.  
Pre / Co requisites: MBA Prerequisite Majors Only.  
Distance education offering may be available.

**MBA 611. Entrepreneurship and New Venture Creation. 3 Credits.**

This course introduces students to the concept of entrepreneurship and the process of new venture creation. Topics addressed in the course include idea generation, feasibility assessment, industry analysis, market research, funding, financial planning, and marketing, as well as writing and presenting a business plan. Theories and techniques learned in this course will be used to develop a comprehensive entrepreneurship project..

Pre / Co requisites: MBA Prerequisite Majors Only.

Distance education offering may be available.

**MBA 612. Entrepreneurship Strategy. 3 Credits.**

This course is designed to address managing new and emerging growth companies. It provides students with the tools to identify opportunities, formulate strategy, and implement strategy for new and emerging growth companies. The course examines management challenges commonly encountered at different stages in the life-cycle of new and emerging growth companies including start-up, growth, change of direction, and harvest.

Pre / Co requisites: MBA Prerequisite Majors Only.

Distance education offering may be available.

**MBA 615. The Economics of Healthcare and Analytics. 3 Credits.**

This course will apply the tools of economic analysis to the various components of the health care system. Relying on microeconomic principles, this course addresses the behavior of participants (consumers, providers, insurers) in the health care industry. This course addresses some key policy issues that surround the provision of health care, as well as considering different health systems.

Pre / Co requisites: MBA Prerequisite Majors Only.

Distance education offering may be available.

**MBA 616. Applications of Project Management. 3 Credits.**

This course is a reappraisal and reinforcement of core knowledge areas of project management: project selection, project organization, defining projects, project networks, risk management, resource scheduling, accelerating projects, leadership, team building, outsourcing, and monitoring progress.

Pre / Co requisites: MBA Prerequisite Majors Only.

Distance education offering may be available.

**MBA 617. Business Information Systems. 3 Credits.**

This course is a blending of theory, case studies, and personal computer applications to the solution of business information problems. Students will gain insight into functional and strategic implications of information resources, technology, and systems.

Pre / Co requisites: MBA Prerequisite Majors Only.

Distance education offering may be available.

**MBA 618. Project Quality Management. 3 Credits.**

This course examines basic quality concepts and explores the three sub-processes of quality management: quality planning, quality assurance, and quality control as they relate to project management. This course also explains key quality tools relevant to the framework and presents them in a logical order of application. Finally, this course offers practical exercises in a management environment that will allow students to experience an application. This course is designed to help students to prepare PMI (Project Management Institute) certifications exams, like CAPM (Certified Associate in Project Management) certification and Project Management Professional (PMP) certification.

Pre / Co requisites: MBA 618 requires a prerequisite of majors only or department consent.

Distance education offering may be available.

Typically offered in Fall & Spring.

**MBA 619. Business Analytics. 3 Credits.**

Organizations are using analytics strategically to make better decisions and improve customer and shareholder value. Business analytics is the use of data, information technology, statistical analysis, quantitative methods, and mathematical or computer-based models to help managers gain improved insights about their business operations and make better, fact-based decisions. The purpose of this course is to introduce students to the fundamental tools and concepts of business analytics. Students will learn the essential elements of descriptive analytics, predictive analytics, and prescriptive analytics. This basis will allow students to communicate with analytics professionals to effectively use and interpret analytics models and results for making better business decisions.

Pre / Co requisites: MBA 619 requires a prerequisite of majors only or department consent.

Distance education offering may be available.

Typically offered in Spring & Summer.

**MBA 620. Business Forecasting. 3 Credits.**

This course is designed to prepare business professionals to utilize advanced forecasting tools that are commonly used in industry and in the process deepen their understanding of the role that such forecasting can play in business decision making. Firms continually need to make predictions about future events, including costs, sales, price movements, cash flows, asset values, and even general macroeconomic outcomes that can affect the business environment. Such predictions are regularly used to plan production, allocate resources, set budgets, determine staffing needs, and address many other things of concern to the firm. Making use of a variety of statistical modeling techniques, this course will enable the proper examination of relationships among various pieces of information that a firm has access to and make use of those relationships to project future outcomes for variables of interest. This will include developing the ability to evaluate forecast accuracy through the use of confidence ranges and a variety of statistical tests, as well as learning additional procedures to help increase that accuracy.

Pre / Co requisites: MBA 620 requires a prerequisite of majors only or department consent.

Distance education offering may be available.

Typically offered in Fall, Spring & Summer.

**MBA 622. Health Care Finance. 3 Credits.**

This course is intended to provide students with an operational knowledge of healthcare financial management theory and concepts, and the ability to apply this knowledge to real-world decision making. The course will draw upon case studies and will utilize technology in the decision making process. The course comprises the following parts: (1) The Healthcare Environment, (2) Basic Financial Management Concepts, (3) Capital Acquisition, and (4) Cost of Capital and Capital Structure.

Pre / Co requisites: MBA 622 requires a prerequisite of MBA majors only.

Distance education offering may be available.

Typically offered in Fall & Spring.

**MBA 699. Strategic Management and Planning. 3 Credits.**

This course is an in-depth examination of the processes by which business strategies are conceived, formulated, executed, and changed. Specific topics include strategic planning, endogenous and exogenous influences affecting strategic feasibility, analyses, and choices. Comprehensive strategy-oriented cases from a variety of business contexts are used.

Consent: Permission of the Department required to add.

Distance education offering may be available.