

GRADUATE BULLETIN  
School of Business, Alabama A&M University  
Dr Amin Sarkar, Dean  
309 School of Business Building

**MISSION STATEMENT**

The mission of the Alabama A&M University School of Business is to provide a high quality management education that promotes the development of students' potentials as managers, entrepreneurs, leaders, as well as productive employees and socially responsible individuals.

Consistent with the University's history and contemporary mission, the School concentrates on instruction while seeking to combine the classic goal of intellectual development with the land-grant tradition of service. Applied and interactive educational experiences are emphasized in both the graduate and undergraduate programs. While the School of Business and the University are committed to graduate education, the School emphasizes undergraduate education as its first responsibility. In addition to the coverage of basic business principles, all programs develop students' computer, communications, interpersonal relations, and leadership skills, thereby, preparing graduates for success in local, state, national, and global business environments. The AAMU School of Business builds on its historic mission of providing education for African-Americans to an expanded mission of educating a student body that is diverse in terms of ethnicity, national origin, and socio-economic background.

**DEGREE OFFERING**

The School of Business, through its Departments of Accounting and Office Systems Management; Economics and Finance; and Management and Marketing, offers courses that lead to the master of business administration (MBA). The MBA prepares students for immediate employment in business, government or the not-for-profit sectors of the economy.

## MASTER OF BUSINESS ADMINISTRATION PROGRAM

Dr. Uchenna Elike, Director

MBA Program

110 New School of Business Building

### OBJECTIVES

The primary objective of the MBA Program is to prepare men and women for responsible administrative positions in industry, the non-for-profit sector, as well as the public sector. Other objectives include:

- To help graduates realize their career and leadership potential.
- To prepare graduates for leadership in a business and social environment.
- To prepare graduates to fulfill their responsibilities to their companies, their local communities, and the global community.
- To prepare graduates for doctoral programs.

### ADMISSION REQUIREMENTS

Applicants must meet all requirements for admission to the Graduate Studies as well as specific requirements for admission to the MBA program. Admission to the MBA Program will be based on the following:

#### Regular Admission

The applicant must submit a minimum GMAT score of 350.

#### Conditional Admission

1. The applicant must have at least 2.7 undergraduate GPA on a 4.0 scale and submit a minimum GMAT score of 325.
2. The applicant must have at least 2.7 undergraduate GPA on a 4.0 scale, at least 3 years of managerial experience and with no GMAT required.

In addition, all applicants are required to submit:

1. Academic records,
2. Two letters of reference,
3. Resume,
4. 200 to 250-word statement of purpose for graduate studies

Applicants should have their completed application form, along with official copies of their GMAT scores and official academic transcripts sent directly to the Dean of Graduate Studies.

Those granted conditional admission, however, will attain full admission status earning a minimum cumulative GPA of 3.0 in their first nine credit hours in courses recommended by MBA Director in order to continue in the program.

### DEGREE REQUIREMENTS

A minimum of 33 graduate-level credit hours beyond the basic core is required to complete the MBA Program. The Program is divided into three sections: the Basic Core, the Professional Core, and Electives. The Basic Core of 12 credit hours and is designed to serve as a leveling mechanism for students whose previous programs are not in business or do not provide adequate preparation. Depending upon their previous academic records, students may be exempted from part or all of the Basic Core courses by the Director of the MBA Program. The Professional Core is 27 credit hours of mandatory courses, which focus on the internal and organizational business environments, the functional areas, quantitative techniques, and managerial communications. Students also choose 6 credit hours of electives.

To complete the MBA degree, students must have a 3.0 GPA or higher for all courses taken at Alabama A&M University as part of the MBA program. They must also have a 3.0 GPA or higher for all courses taken at Alabama A&M University in the MBA Program beyond the Basic Core requirements. Transfer credit is not considered in the GPA for the MBA program. In addition, only students who have full admission and appropriate prerequisites will be admitted into courses in the Professional Core.

## REQUIREMENTS FOR GOOD ACADEMIC STANDING, SUSPENSION, AND EXPULSION

Students with a cumulative GPA of 3.0 or higher in all courses taken toward the MBA degree are in good academic standing. Students with less than a 3.0 GPA are placed on probation and will be allowed to re-enroll up to two semesters with probationary status. A student with grades below “C” in more than two MBA courses, however, will be suspended from the MBA program.

While suspended, the student cannot register for any MBA courses. In addition, no courses taken whether at Alabama A&M University or at any other institution during the period of suspension will be counted toward the MBA degree. If granted permission to return following suspension, a student will have two semesters to raise his/her GPA to at least 3.0. The failure to do so will lead to the student being expelled from the program. Appeals for reinstatement following suspension should be sent to the MBA Director.

## THE MBA DEGREE

### Basic Core

ECO 500 Survey of Economic Analysis  
MBA 503 Quantitative Methods for Business  
MBA 506 Foundations of Accounting and Finance  
MBA 507 Basics of Management and Marketing

### Professional Core

ACC 512 Accounting Analysis for Management  
ECO 514 Managerial Economics  
FIN 511 Financial Management and Policy  
MBA 517 Global Issues in Business  
MGT 510 Operations Management  
MGT 515 Organizational Behavior  
MGT 516 Strategic Management  
MKT 514 Management of Marketing Activities  
OSM 519 Managerial Communications

### Electives

Students must complete 6 credit hours of electives from the list of courses below:

ACC 571 Tax Issues in Business  
ACC 572 Accounting Information Systems  
ECO 503 Macroeconomics  
ECO 509 International Economics  
FIN 541 Security Analysis and Portfolio Management  
FIN 542 Money and Capital Markets  
FIN 543 International Finance  
LSM 536 Logistics and Supply Chain Management  
LSM 572 Logistics and Supply Chain Risk Management  
MGT 554 Training and Development  
MGT 564 Human Resources Management  
MGT 565 Entrepreneurship/Small Business Management  
MGT 566 Labor and Management Relations  
MGT 545 Foundations of Database Management  
MGT 580 Emerging Information Technology  
MKT 532 Consumer Behavior  
MKT 538 International Marketing and Logistics  
MBA 550 Independent Research in Business

## COURSE DESCRIPTIONS

### BASIC & PROFESSIONAL CORE COURSES

ACC 512 Accounting Analysis for Management - Three semester hours. This course deals with concepts, theory, and applications of managerial accounting. Stress is on planning, control, problem solving, and decision-making. (Prerequisite: MBA 506 or at least two undergraduate courses in principles of accounting)

ECO 500 Survey of Economic Analysis - Three semester hours. This course is designed for students with limited or no background in economic theory at the undergraduate level.

ECO 514 Managerial Economics - Three semester hours. Managerial economics is designed to provide the student with a working knowledge of economic theories of consumer and producer behavior and their application to the decision-making process of firms in allocating their resources. Among the topics included are: the firm as an economic entity, consumer choice, demand, decision making under uncertainty, production, cost theory, pricing theory, and the effects of different competitive environments (with emphasis on market structure analysis). (Prerequisite: ECO 500 or an undergraduate two-course sequence in principles of economics)

FIN 511 Financial Management and Policy - Three semester hours. This is an introductory graduate course in the art of money and capital management at the level of the firm. Topics covered include methods used to maximize the value of the firm, financial statement analysis, capital budgeting, the cost of capital, working capital management, dividend policy, and lease financing. The mathematics of finance will also be explained to the student. (Prerequisite: MBA 506 or an undergraduate course in principles of finance)

MBA 503 Quantitative Methods for Business-Three semester hours. This course covers descriptive and inferential statistical methods used in business. Students would learn about the appropriate statistical techniques for describing and analyzing data, as well as the interpretation of the results. Statistical software will be used. Topics include graphical and quantitative description of data, probability theory, important discrete and continuous probability distributions, estimation of parameters, testing of hypotheses using sample data, analysis of variance, chi-square test, regression methods, and other quantitative decision-making tools. (Prerequisite: Pre-calculus algebra)

MBA 506 Foundations of Accounting and Finance-Three semester hours. This course provides non- business students coming into the program with a basic understanding of the concepts of accounting and finance. It covers the techniques of the preparation and use of financial statements, the basic concepts of corporate finance, the structure of financial markets, and the process of financial analyses.

MBA 507 Basics of Management and Marketing - Three semester hours. The primary objective for this course is to introduce those MBA students who lack formal undergraduate courses in management and/or marketing to the basic management and marketing fundamentals before they plunge into advanced theoretical courses. The course is an exploratory one that will help students to answer the basic questions: What does a manager do? What is management? How did it evolve? What is marketing? What is the marketing concept? What is target marketing? What is the marketing mix?

MGT 510 Operations Management-Three semester hours. This course covers the study of the concepts and techniques related to the operations function. The operations function is responsible for planning, organizing, and controlling resources in order to efficiently and effectively produce the goods and services customers want, as well as meet the goals of the organization. Topics include operations planning, forecasting, process analysis, quality management, materials management, scheduling, MRP/ERP, project management, just-in-time and lean techniques, supply chain management, and other decision-making tools for management. (Prerequisite: MBA 503 or equivalent)

MBA 517 Global Issues in Business– Three semester hours. This is an integrative course that not only focuses on the study of the environment and management of international business but also on the strategy, environment-assessment, and cross-functional processes designed to implement a strategy as management deals with contemporary global issues that confront the business such as legal/political policies, socio-cultural differences and social changes, financial and economic institutional development demands upon marketing, management, finance, accounting, and human resources. (Prerequisite: ACC 512, ECO 514, FIN 511, MGT 515, MKT 514)

MGT 515 Organizational Theory and Behavior - Three semester hours. This course will deal with the macro and micro aspects of organizations. It will emphasize the behavior of people within organizations. The impacts of environment on human behavior are examined. Conditions of organization viability and renewal, as well as structures used in their internal and external elaboration, are also considered. (Prerequisite: MBA 507 or an undergraduate introductory course in management)

MGT 516 Strategic Management - Three semester hours. This course is designed to develop an understanding of strategy, policy, and decision-making as applied to the overall management of large corporations or other formal organizational structures. The course objectives are achieved through the integration of economic, marketing, accounting, finance, and management fundamentals. The case method is used. (Prerequisites: (MBA 517)

MKT 514 Management of Marketing Activities - Three semester hours. This course develops the societal, managerial, and strategic underpinnings of marketing. It presents concepts and tools for analyzing any market and marketing environment to discern opportunities, as well as principles for researching and selecting target markets. It also deals with strategic marketing and describes how firms can develop their marketing strategies. In addition, the course is concerned with tactical marketing, describes how firms handle each element of the marketing mix, and examines the administrative side of marketing, namely how firms organize, implement, and control marketing efforts. This course also features a unit on the global environment and a unit on customer satisfaction. (Prerequisite: MBA 507 or an undergraduate introductory course in marketing)

OSM 519 Managerial Communications - Three semester hours. This course is designed to provide MBA students a broad range of managerial communication fundamentals. A review of the theory of human communications, behavioral concepts, communication through letters and memos, and communication about employment will be presented. Major emphasis will be on international business communications, including demographic diversity, the communication technology revolution, oral communications, the report process and research methods, and communication management.

## ELECTIVES

ACC 571 Tax Issues in Decision-Making - Three semester hours. A study of federal tax structure, including legal, economic, and governmental implications, the central focus will be on business decisions, research methodology, and tax planning. (Prerequisites: Federal Tax Accounting I and II and ACC 512 or consent of instructor)

ACC 572 Accounting Information Systems - Three semester hours. A study of accounting information systems, including small to medium to large computer-based systems, the central focus will be on design and implementation of systems to meet all accounting informational needs for managers. This course carries a \$10 lab fee. (Prerequisite: ACC 512 or consent of instructor)

ECO 503 Macroeconomic Theory - Three semester hours. Examination of the modern theory of income, employment, and the price level along with their principal determinants, interaction of the product and money markets and changes in the level of economic activity over time. (Prerequisite: ECO 500 or its equivalent)

ECO 509 International Economics - Three semester hours. An analysis of the forces that determine international specialization; balance of payments analysis; exchange rates systems; and evaluation of current international economic policies and programs.

FIN 541 Security Analysis and Portfolio Management - Three semester hours. A study of the various analytical techniques used to appraise the value of various securities, including marketing analysis and industry analysis. This course also covers the methods and practices used in selecting and administering the securities of institutional and large individual investors. (Prerequisite: FIN 511)

FIN 542 Money and Capital Markets - Three semester hours. A study of the theoretical concepts and actual operations of money and capital markets, the central focus will be on interest rate determination, role of financial intermediaries, and the operations of short- and long-term capital markets. (Prerequisite: FIN 511)

FIN 543 International Finance - Three semester hours. A detailed analysis of the treasurer's functions and controller's activities in managing the finance function of multinational firms. In particular, flow of short-term funds, Euro and Petro-dollars, floating exchange rates, and problems of recurring parity changes are emphasized. (Prerequisite: FIN 511)

LSM 536 Logistics and Supply Chain Management - Three semester hours. Critical examination of logistics and supply chain management (SCM) role in both the commercial and military sectors; strategic foundations that support supply chain and operational skills required to develop and/or design an effective supply chain. The cross-functional integration of premier business processes within the organization and across the network of enterprises that make up the supply chain. Additional topics include demand management, procurement and supply chain, performance based logistics, data warehousing, reverse supply chain logistics, transportation management, supply chain logistics information systems, logistics outsourcing, third-party logistics, supply chain performance measurement, supply chain economics, and supply chain finance.

LSM 572 Logistics and Supply Chain Risk Management - Three semester hours. The focus is on global sourcing issues, risk and uncertainties, supply chain logistics vulnerability and disruption, enterprise-wide risk management, crisis response logistics management, and Homeland Security's global supply chain logistics measures within the context of the commercial and military environments. (Prerequisite: LSM 536)

MGT 554 Training and Development -Three semester hours. This course emphasizes the broadening role of training in corporate life. Training is a systematic process of altering the behavior of employees in a direction that will achieve organizational goals. Training and development is an attempt to improve current and future employee performance by increasing an employee's ability to perform through learning, usually by changing the employee's attitude or increasing his or her skills and knowledge. (Prerequisite: MGT 515)

MGT 564 Human Resource Management - Three semester hours. A critical examination will be made of personnel functions, such as selection, training, placement, transfers and promotions, performance appraisal policies, motivation, inventory of skills, and human resource development.(Prerequisite: MGT 515)

MGT 565 Entrepreneurship/Small Business Management - Three semester hours. Interdisciplinary course dealing with various aspects of starting a small business; selecting promising ideas, initiating enterprises, exploiting opportunities, obtaining initial financing, site selection, and licensing. (Prerequisite: MGT 515)

MGT 566 Management and Labor Relations - Three semester hours. This course introduces students to substantive topics that define and explain the relationship between labor and management. It examines the history of the labor movement and the rights and duties of both parties as defined by various labor laws. It also examines the labor relations process as it relates to negotiating and administering the labor agreement, and resolving issues related to employee discipline, rights and prerogatives of management and employee groups, wage issues, administrative issues and the use of arbitration to resolve labor disputes and maintain labor peace. Moreover, it examines how the labor relations process works in the public, federal and non-traditional sectors of the economy. (Prerequisite: MGT 515)

MGT 545 Foundation of Database Management Systems -Three semester hours. This course focuses on the important process of database design. A highly useful methodology for designing databases is presented and illustrated through a variety of examples. On the completion of this course, the student should be able to use database management systems such as Access to set up and manipulate data files, query a data file, and format a report. The student should also be able to compare the capabilities of a single file record management system with database management system.(Prerequisites: MGT 502 or equivalent, or consent of instructor)

MGT 580 Emerging Information Technologies - Three credit hours. This course examines various managerial and technical issues associated with the introduction of new information technologies within the firm. Topics include environmental scanning for new Information Technologies (IT) developments, assessment of new IT, and legal/ethical issues. (Prerequisite: MGT 545 or equivalent, or consent of instructor)

MKT 532 Consumer Behavior - Three semester hours. A review and evaluation of major theories of consumer behavior from the economics, behavioral science, and marketing literatures, topics include buyer behavior models, problem/need recognition, search behavior, information processing, involvement and motivation, learning theory, cultural-lifestyle-social class influence, role of consumer perceptions and attitudes in decision making, family decision making, adoption and diffusion of innovations, consumer trends, and behavioral influence strategies. (Prerequisite: MKT 514)

MKT 538 International Marketing and Logistics - Three semester hours. This course is an in-depth analysis of the specific issues, factors, and conditions which affect the marketing and logistic of products and services on a global, as opposed to a domestic basis. Attention will be focused on the challenges of identifying and evaluating opportunities in overseas markets, developing and adapting marketing strategies in relation to specific national market needs and constraints, and coordinating these strategies on a worldwide basis. (Prerequisite: MKT 514); cross-listed with LOG 538.

MBA 550 Independent Research in Business – This is for a major research project involving an in-depth study of an issue in any of the business areas. The project, conducted under the guidance of an instructor, will culminate into a detailed, comprehensive paper on the issue. (Pre-requisite: Consent of the MBA Director)