

Master of Business Administration

The master of business administration program at the University of Southern Maine is composed of 30 credit hours of core courses and 9 credit hours of elective or concentration courses. In addition, up to 15 credit hours of foundation courses may be required depending on the student's previous academic background.

Orientation

All admitted students are required to participate in a one-day experiential learning exercise during the first year of enrollment. The experiential learning exercise is held in the fall semester. The exercise is geared toward developing a sense of community and enhanced communications and trust among the M.B.A. students and faculty. Information on the exercise will be provided. There is a fee to participate in this exercise.

MBA Grade Policy

All graduate courses numbered MBA 610 or higher must be completed with a minimum grade of C (2.0) in order to carry graduate degree credit. If a student receives a grade below C (2.0) in a required graduate course, the student must repeat the course and has only one opportunity to raise the grade for that course to C (2.0) or higher. A student receiving two grades below C (2.0) will be dismissed from the program.

Foundation Courses	<i>Credits</i> 0-15
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M.B.A. courses numbered below MBA 610 are not applicable toward the 39 credits needed for graduation. Admitted students whose educational background is lacking the foundation courses are required to satisfactorily complete each of these courses or their equivalents as stipulated in their letter of admission.

Grades earned in M.B.A.-level foundation courses are included in the student's grade point average. Any foundation courses in which a student earns less than a C grade (2.0) must be repeated.

Faculty strongly recommend that students, who do not have a solid recollection of foundation course content, retake or, at a minimum, review content material independently prior to enrolling in core courses. Students may consult the School of Business Web site or faculty for information on course content.

Either a minimum grade of C (2.0) from a regionally accredited institution of higher education or successful completion of an equivalent CLEP exam or departmental exam (if available) is needed to meet a foundation course requirement. Coursework from non-accredited institutions will be evaluated on an individual basis. After admission students needing foundation courses are expected to enroll in the 500-level MBA courses to meet the requirement. In extenuating circumstances a student may petition the director for permission to enroll in undergraduate equivalent courses to meet M.B.A.-level foundation course requirements. Any undergraduate courses taken will not be included in the computation of the student's graduate grade point average.

BUS 340 Managing Organizational Behavior	3
MBA 501 Economic Analysis:	
An intensive survey of micro and macroeconomic theory	3
MBA 502 Financial Accounting	3
MBA 504 Probability and Statistics for Business Decision Making	3
MBA 505 Financial Management	3

Computer application skills All students are expected to have basic computer skills in word processing and spreadsheet usage, either through prior experience or education. Students lacking in computer application skills are responsible for seeking coursework that will fulfill these expectations.

<i>Core Courses</i>	<i>Credits</i> 30
Alpha Course	3
MBA 611 Introduction to Organizational Change	
Accounting:	3
ACC 630 Management Accounting Systems	

Ethical and Legal Issues	3
MBA 615 Ethical and Legal Issues in Business	
Finance (choose one)	3
MBA 625 International Finance	
MBA 626 Strategic Valuation	
MBA 627 Investment Management	
Information Systems	3
MBA 674 Topics in Information Systems Management	
International	3
MBA 612 Topics in International Business	
Marketing	3
MBA 660 Managerial Marketing	
Management Science	
MBA 670 Management Science	
Operations Analysis (choose one)	3
MBA 672 Supply Chain Management	
MBA 675 Production/Operations Management	
Capstone	3
MBA 698 Practicum	

Electives (Choose three) 9

Courses used to fulfill core requirements above may not be used to fulfill elective choices. Students may elect a concentration in one of two areas: finance or taxation. Please refer to the concentration areas below for specific course requirements. Student preferring not to concentrate may select elective courses from the following list.

ACC 632 Financial Statement Analysis	
ACC 633 Tax Policy and Administration	
ACC 634 Advanced Business Taxation	
ACC 635 Advanced Individual Taxation	
MBA 625 International Finance	
MBA 626 Strategic Valuation	
MBA 627 Investment Management	
MBA 642 Leadership	
MBA 643 Creative Problem Solving	
MBA 644 Strategic Management of Technology and Innovation	
MBA 646 Negotiation and Conflict Management	
MBA 647 Organizational Strategy	
MBA 649 Special Topics in Management: Introduction to System Dynamics	
MBA 657 Triple Bottom-Line Marketing	
MBA 665 Consumer Behavior	
MBA 669 Multivariate Methods for Marketing	
MBA 672 Supply Chain Management	
MBA 691 Independent Study	
MBA 695 Internship	

Taxation Concentration

The taxation concentration provides the necessary introductory background for students who want to specialize as professionals in the field of taxation. Students complete two required courses covering advanced topics in business and individual taxation and select one elective course, such as tax policy, tax internship, or another specialized tax topic. The taxation concentration builds technical, research, and other analytical skills necessary for success in the profession. One undergraduate course, ACC 413 Concepts and Strategies of Taxation, is a required prerequisite to all taxation concentration courses.

Required:

ACC 634 Advanced Business Taxation	
ACC 635 Advanced Individual Taxation	

Select one course from the following:

ACC 633 Tax Policy and Administration	
ACC 691 Independent Study in Taxation	

- ACC 695 Internship in Taxation
- ACC 699 Special Topics in Taxation

Finance Concentration

The finance concentration offers advanced financial training to professionals who want to specialize in the field of finance. Students choose concentration courses from the areas of financial modeling, investments, international finance, valuation or current issues. The finance concentration focuses on the application of financial tools to real world problems, technical competence in the various functions of finance, and professional responsibility and ethics.

All MBA students are required to take at least one 600-level MBA finance course. Students are able to earn a concentration in finance by taking three additional 600-level MBA finance courses.

- MBA 625 International Finance
- MBA 626 Strategic Valuation
- MBA 627 Investment Management
- MBA 699 Special Topics in Finance
- * MBA 691 Independent Study in Finance
- * MBA 695 Internship in Finance

*Students may select either MBA 691 or 695, but not both.

ACC 413 Concepts and Strategies of Taxation

This course provides a conceptual understanding of the federal tax system, and its impact on individuals, corporations, and partnerships. The primary emphasis is on fundamental income tax concepts and principles, with an overview of other taxes. Detailed technical coverage and return preparation are minimized. The economic, political, social, and judicial reasoning underlying tax provisions are explored. Tax issues and changes under current consideration at the national, state, local and international levels are discussed. Basic research skills and methodology are introduced. Prerequisites: ACC 110 and junior standing. Cr 3.

ACC 630 Management Accounting Systems

This course examines how management accounting systems can be used to establish and maintain competitive advantages in an increasingly competitive global economy. Emphasis is on designing management accounting systems which: (1) support both the operational and strategic goals of the organization, (2) provide feedback to senior management about organizational units' performance, and (3) serve as the linkage between the strategy of the organization and the execution of that strategy in individual operating units. A blend of contemporary theory with practical applications and actual company experiences will be utilized to accomplish the course objectives. Prerequisites: MBA 501, MBA 502. Cr 3.

ACC 632 Financial Statement Analysis

This case-oriented course (i) provides a framework for business analysis and valuation using financial statement data; and (ii) gives practical advice when using the framework to value a firm. The course assumes a good working knowledge of accounting, finance, economics, and business strategy. The course focuses on integrating key concepts from each of these areas and applying them to real world problems. The course places heavy emphasis on illustrating the latest techniques and information sources used by Wall Street professionals. At times the course draws on detailed understanding of financial statement data but more importantly the course assumes an understanding of the nuances of the accounting inputs used. Prerequisites: MBA 501, MBA 502, and MBA 505. Cr 3.

ACC 633 Tax Policy and Administration

This course examines tax policy, including such topics as how taxes affect the economy, guidelines for evaluating tax systems, and proposals to replace or reform tax systems. Tax administration process and professional tax practice will also be discussed. Course emphasis will be on federal taxes, with some exposure to state taxes. Prerequisite: ACC 413/613 or equivalent. Cr 3.

ACC 634 Advanced Business Taxation

This course begins with concepts of Federal tax research methodology including communication of research results. The second section of the course

considers corporate tax topics including income taxation of corporations, pass-through entities (S corporations and partnerships), multi-state taxation and tax-exempt organizations. Students will write tax research memoranda and client letters as well as prepare relevant tax returns. Prerequisite: ACC 413/613 or equivalent. Cr 3.

ACC 635 Advanced Individual Taxation

This course begins with a review of Federal tax research methodology including the communication of research results. Then, the course considers topics in advanced individual taxation such as AMT issues, like-kind exchanges, and installment sales. The final section of the course considers family tax planning issues including federal estate and gift taxation and the income taxation of trusts and estates. Students will write tax research memoranda and client letters as well as prepare relevant tax returns. Prerequisite: ACC 413/613 or equivalent. Cr 3.

ACC 691 Independent Study in Taxation

Selected topics in the areas of tax accounting may be studied and researched on an independent basis. Enrollment is normally limited to degree candidates concentrating in taxation. Prerequisites: permission of instructor and curriculum chair. Cr 1-3.

ACC 695 Internship in Taxation

This internship education course is described in the preceding text. Prerequisites: completion of foundation courses, ACC 413, 3.0 GPA or higher, and permission of instructor and curriculum chair. Enrollment is normally limited to degree candidates concentrating in taxation. A maximum of three credits of ACC 695 may be used toward the degree. Cr 1-3.

ACC 699 Special Topics in Taxation

Prerequisites vary. Cr 3.

BUS 340 Managing Organizational Behavior

A survey of the disciplines of management and organizational behavior, and of the practices managers employ in planning, organizing, leading, and controlling organizations. Topics include self-awareness, perception and decision making, individual differences and diversity, motivation, group dynamics, communication, stress, power and politics, organizational design, and change. The environmental context, workforce diversity, the global economy, and managerial ethics are core integrating themes. Prerequisite: junior standing. Cr 3.

MBA 501 Economic Analysis

An intensive survey of microeconomic theory and macroeconomic theory. Economic problems such as price and output decisions, resource allocations, inflation, and unemployment are analyzed. Cr 3.

MBA 502 Financial Accounting

This course offers an opportunity to gain a firm understanding of basic financial accounting concepts and issues including debits and credits, journal

entries, and knowledge of the balance sheet, income statement, and statement of cash flows. This course will include insights into the fundamental strengths and limitations of the financial reporting process. This course covers the nature of the financial reporting process and the basic accounting principles, conventions, and concepts underlying the current reporting environment of GAAP basis financial statements. No prior knowledge of accounting is assumed. Cr 3.

MBA 504 Probability and Statistics for Business Decision Making

An introduction to the concepts and use of probability and statistics as tools for business decision making. Cr 3.

MBA 505 Financial Management

The primary objective of this course is to provide a balanced introduction to the theory and practice of financial management. Emphasis is placed on the management of capital to enhance shareholder wealth. Topics include time value of money, risk and return, stock and bond valuation, capital budgeting, and cost of capital. Prerequisites: MBA 501, MBA 502, MBA 504. Cr 3.

MBA 611 Introduction to Organizational Change

This course focuses on understanding the nature of organizational change. Process consulting forms the basis for much of the course. Prerequisite: BUS 340. Cr 3.

MBA 612 Topics in International Business

This courses is taught by professors with different specialties and consists of two parts: (1) core topics which are included every time the course is taught, and (2) coverage of other topics in international business using either: (a) a multidisciplinary approach, (b) a legal approach, or (c) a marketing approach. Prerequisites: legal approach—none; multidisciplinary approach—MBA 501; marketing approach—MBA 660. Cr 3.

MBA 615 Ethical and Legal Issues in Business

This course examines business ethics and attempts to develop practical solutions to ethical issues which confront today's global managers. This course also examines legal issues including such topics as drug testing in the workplace, an employee's right to privacy, sexual harassment, and the rights and responsibilities of officers and directors. Cr 3.

MBA 625 International Finance

This course is intended to give students a solid introduction to the very important field of international finance. It offers a rigorous examination of and the financial management of the multinational corporation and of international financial markets. Intensive coverage of foreign exchange markets and methods of managing exchange rate risk are emphasized. Topics include currency derivative markets and risk

management, arbitrage and international parity conditions, market efficiency, short- and long-term asset management, and capital budgeting. Prerequisite: MBA 505 or equivalent. Cr 3.

MBA 626 Strategic Valuation

This is the M.B.A. corporate finance course, focusing on strategic and quantitative analyses of complex, real asset investments. It prepares students for making investment decisions and evaluating investment decisions made by others. Topics include incremental cash flows, traditional capital budgeting, capital structure, required rates of return, real options, and valuation of business entities for purposes of acquisition or divestiture. Prerequisite: MBA 505. Cr 3.

MBA 627 Investment Management

An introduction to the various investment media and financial markets from the viewpoint of institutional investors. The course provides an in-depth analysis of the nature, problems, and process of evaluating securities and managing portfolios. Emphasis is placed on the structure of the securities markets, portfolio theory, and trading strategies of portfolio managers. Theoretical and empirical research addressing recent developments in portfolio management will be examined. Prerequisite: MBA 505. Cr 3.

MBA 642 Leadership

The course integrates five perspectives of leadership: individual differences and diversity; transactional leadership; power and politics; transformational leadership; and the physical, psychological, and spiritual dimensions of leader well-being. Prerequisite: BUS 340. Cr 3.

MBA 643 Creative Problem Solving

This course provides an applications-oriented understanding of the creative problem-solving process. Students will learn how to be more creative at the individual, group, and organizational levels. This course focuses on divergent and convergent creativity techniques together with various models of creativity. Prerequisite: BUS 340. Cr 3.

MBA 644 Strategic Management of Technology and Innovation

Focuses on the strategic management of technology-based innovation in the firm. Specific topics include assessing the innovative capabilities of the firm, managing the corporate R&D function, managing the interfaces between functional groups in the development process, managing the new business development function in the firm, understanding and managing technical entrepreneurs, building technology-based distinctive competencies and competitive advantages, technological leadership versus followership in competitive strategy, institutionalizing innovation, and attracting and keeping corporate entrepreneurs. Prerequisite: BUS 340. Cr 3.

MBA 646 Negotiation and Conflict Management

This course focuses on negotiation and conflict management theory and practice. Students are expected to develop negotiation and conflict management skills by participating in experiential exercises both inside and outside of class as well as to develop a personal negotiation and conflict management style designed to successfully meet the challenges of common conflict and negotiation situations. Cr 3.

MBA 647 Organizational Strategy

Using strategic tools such as competitive analysis and the value chain, this course provides an in-depth examination of the resource-based view of the firm. Emphasizes entrepreneurial strategy approaches in high-velocity business environments. Prerequisites: MBA 615 (or concurrent), MBA 505 and BUS 340. Cr 3.

MBA 649 Special Topics in Management: Introduction to System Dynamics

An examination of how the world can be understood through dynamic processes controlled by positive and negative feedback links. A general introduction to systems thinking, drawing on system dynamics, a computer-based technique for modeling systematically created problems. Requires an understanding of algebra. Prerequisite: BUS 340. Cr 3.

MBA 657 Triple Bottom-Line Marketing

How can marketers manage for the triple bottom line of financial, environmental, and social performance? This asynchronous, online course begins with an exploration of sustainable business (i.e., the pursuit of profits without causing pollution or social inequity). The course ends by examining green consumer behavior and the interrelationship between environmental issues and marketing strategy. Prerequisites: introductory marketing class (MBA 507, BUS 260, or MBA 660). Students will benefit if they have prior knowledge of economics (MBA 501), cost accounting (ACC 210), and production (BUS 375 or MBA 675). Cr 3.

MBA 660 Managerial Marketing

This course has a decision-based perspective, relying heavily on the case approach. It focuses on the logical development of market-driven strategies and assessment of their impact on other marketing functions within the organization. Students will gain experience in analyzing complex market behavior, recommending changes in marketing strategy, and articulating the development, implementation, and control of marketing plans. Prerequisite: MBA 502. Cr 3.

MBA 665 Consumer Behavior

Examines three aspects of consumer behavior: 1) cultural, sociological, and psychological influences on consumer motivation, 2) consumer acquisition of product information and formation of attitudes, and 3) the process consumers use to make consumption decisions. Implications for marketing strategy and

segmentation will be discussed and students will apply marketing research techniques to analyze consumer behavior. Prerequisite: basic marketing course or instructor permission. Cr 3.

MBA 669 Multivariate Methods for Marketing

This course focuses on the application of multivariate statistical methods in the development of marketing strategy and the investigation of marketing problems. Building of descriptive and predictive models using multi-dimensional techniques such as factor analysis, regression analysis, cluster analysis, analysis of variance, conjoint analysis, and perceptual mapping. Use of statistical packages. Prerequisite: MBA 504. Cr 3.

MBA 670 Management Science

This course examines the role, perspective, and commonly used tools of quantitative analysis in business decision making. Emphasis is placed on developing students' abilities to recognize the need for quantification; to formulate business problems quantitatively; to select and test computer-based decision-support system models; to collect meaningful data; and to interpret the implications of analysis results. Prerequisite: MBA 504. Cr 3.

MBA 672 Supply Chain Management

This course examines supply chain concepts and current practice in the context of just-in-time production, total quality management, and continuous productivity improvement. Using practical applications, the focus is on the proactive management of movement and coordination of goods and services, and information, from raw material to end user through the value chain. Other topics include understanding the nature of demand for goods and services within business markets and the process of building relationships with suppliers. System-oriented managerial tools, models, and techniques are considered for their value-adding potential. Directed projects of the students' choosing are used to address specific, company-based supply-chain problem situations. Prerequisites: MBA 508 or MBA 670. Cr 3.

MBA 674 Topics in Information Systems Management

A topics course exploring major issues in the management of information technology. Students completing this course should have acquired an understanding of the strategic, tactical, and operational importance of information systems within an organization, and an understanding of how to leverage information technology in the management of an organization. Topics include, but are not limited to: strategic use of information technology, emerging technologies, systems development and project management, managing information systems resources, and knowledge management. Cr 3.

MBA 675 Production/Operations Management

An examination of the role of operations within manufacturing and service organizations. Emphasis

is placed upon recognizing operational opportunities and tradeoffs, and employing computer simulation and other quantitative tools and decision support systems to assist strategic and operational decision making. Topics include: quality management, capacity management, process design, facility location, layout, production planning, and manufacturing philosophies such as group technology, the theory-of-constraints, and just-in-time. Prerequisite: MBA 508 or MBA 670. Cr 3.

MBA 691 Independent Study

Selected topics in the areas of business and/or administration may be studied and researched on an independent basis. Enrollment is normally limited to M.B.A. degree candidates. Prerequisites: permission of the instructor and curriculum chair. Cr 1-3.

MBA 695 Internship

This internship education course is described in the preceding text. Prerequisites: completion of foundation courses, 3.0 GPA or higher, and permission of the instructor and curriculum chair. Enrollment is

normally limited to M.B.A. majors who have not completed their degree requirements. A maximum of three credits of MBA 695 may be used toward the degree. Cr 1-3.

MBA 698 Practicum

This course is organized around projects provided by organizations in the southern Maine business community. Working with a faculty coach, teams of three to five MBA students work in organizations as consultants. The student teams analyze their assigned projects and recommend courses of action. Business leaders help with the identification of problems and evaluate the team's analysis and recommendations. In addition, students attend discussion sessions designed to allow all the teams to discuss with and seek advice from other teams. This course is usually taken in a student's final semester. Prerequisites: MBA 611, MBA 674, and any MBA marketing course. Cr 3.

MBA 699 Special Topics

Prerequisites vary. Cr 3.