



We Want Great Things for You

## MASTER OF BUSINESS ADMINISTRATION

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The University of Detroit Mercy's MBA program offers a personal academic approach to help you prepare for a rapidly evolving business world. As a UDM graduate business student, you can tailor your degree program to meet your specific needs and interests, building on your current base of knowledge and work experience.

Your education is enhanced through personal contacts with our highly experienced faculty, many of whom serve as consultants in the private and public sectors. Our business alumni tell us that their UDM experience made a significant impact on their professional development.



### A Tradition of Excellence

UDM's MBA Program is one of the oldest AACSB-accredited programs in the United States. In 2009, the program celebrated 60 years of accreditation by AACSB International - The Association to Advance Collegiate Schools of Business. This is the highest accreditation obtainable by undergraduate and graduate business programs. UDM remains the only private institution in Michigan with AACSB accreditation.

### Distinctive Features

**Broad-based Integrative Management** - The University of Detroit Mercy's MBA program is designed to enable students to draw on all perspectives of business to effectively solve multifaceted business problems. While the curriculum is divided into courses, the overall program stresses the integrated nature of management and the links between various courses and concepts. Students learn and apply knowledge across all disciplines.

**Program Themes** - The MBA program focuses on four major themes: Global Competitiveness; Emerging Business Challenges; Organization Creation and Development; and Awareness of and Responsibility to Self and Others. Each of these themes provides a thread to connect the major elements of the curriculum

**Global Perspectives** are represented throughout the MBA curriculum. Detroit's position as a global city and the center of the world automotive industry provides numerous opportunities to draw on local resources for global perspectives. Typically, students from more than 20 countries, including nearby (Windsor) Canada, are enrolled in the College's programs each semester.

UDM is a partner with 24 other Jesuit business schools in offering the first recognized foreign MBA program in Beijing, China. For more information about the Beijing program, visit <http://www.bimba.org/english/>. In addition, intensive courses with an emphasis on global business are often offered during the summer in England, Italy, China, Spain, Brazil and Mexico for up to six credit hours.

**Strong Ties to the Business Community** - UDM's graduate business programs have an excellent reputation in, and strong ties to, metropolitan Detroit's business community. Employees from more than 200 businesses and professional organizations have enrolled as degree candidates at UDM. Many students take advantage of full or part-time career-related assignments available through UDM's Cooperative Education and Career Center. UDM has alumni in leadership roles in more than 60 countries around the globe.

**Quality and Convenience** - UDM's 36-credit MBA degree program is designed to accommodate the career needs of professionals in a variety of work organizations. The program provides a core foundation of business courses along with electives that allow students to individualize their program in specific areas of management, marketing, finance, accounting, economics, international business, or decision analysis. Depending on academic background, it is possible to complete the degree requirements in one year on a full-time basis. A student faculty ratio of 15:1 assures small classes and individual attention. Faculty members often act as academic advisors to students and assist with research projects and career objectives. Classes are conveniently offered on our main campus with evening and weekend schedules. In addition to fall and winter semesters, two accelerated 7-week summer sessions are offered.

**Member of The Network of MBA Programs at Jesuit Colleges and Universities** - The majority of Jesuit colleges and universities across the United States participate in the MBA Multilateral Agreement. This understanding provides students with unparalleled flexibility to transfer graduate credits and to complete their MBA degree at another Jesuit university in the event they relocate to another region of the country. For more information, visit: <http://www.jebnet.org>.

**Students at the University of Detroit Mercy bring a wide variety of work experiences and academic and cultural diversity to the MBA program.** The average age of our student body is approximately 31: approximately 35% of our students are women; 25% are minorities; 8% are international students. The average length of work experience is seven to eight years. Ninety-five percent of our students are working professionals who matriculate on a part-time basis.

**College of Business Administration faculty** are highly qualified with superb academic and professional backgrounds. Many have lived, worked, and studied abroad, bringing global perspectives to the classroom. Faculty accomplishments include consulting for Fortune 500 corporations, scholarly contributions to the business literature, and editing major academic journals. The faculty engages our MBA students to develop business skills, vision, and ethical perspectives necessary for leadership in today's complex business environment.

### Admission Requirements

Admission decisions are based on an undergraduate GPA, GMAT score (if needed), work experience, and other degrees.

Do I need the GMAT?

1. Was your undergraduate grade point average 3.0 or above?
2. Do you have 7 or more years of professional work experience?
3. Have you already earned a graduate or professional degree?

If you can answer **"YES"** to at least two of these questions, then you have an excellent chance to gain admission to the AACSB-accredited MBA program at the University of Detroit Mercy **WITHOUT TAKING THE GMAT!**

### Please contact:

Lynn Vitale – [vitalel@udmercy.edu](mailto:vitalel@udmercy.edu), 313-993-1147.

### Scholarship Opportunities

#### 600 or Better on the GMAT?

If you score 600 or better on the Graduate Management Admissions Test (GMAT), you qualify for a half-tuition scholarship for the MBA program at UDM. If you qualify, please contact Lynn Vitale, Director, Graduate/Transfer Admissions at (313) 993-1147 or [vitalel@udmercy.edu](mailto:vitalel@udmercy.edu).

### Degree Requirements

Students are required to take 36 credit hours in the program. There are 24 credit hours of core courses, 9 credit hours of elective courses, and 3 credit hours for the CAPSTONE course "Strategic Management."

### Foundation Courses

Students who enter the program without undergraduate business courses will be advised about the foundation courses that they are required to take prior to the core classes:

ACC 5100 Foundations of Financial Accounting  
ECN 5100 Economic Analysis  
MBA 5100 Legal Environment  
MBA 5120 Statistical Analysis for Decision Making  
MBA 5140 Foundations of Management  
MBA 5160 Foundations of Marketing  
MBA 5180 Foundations of Financial Management  
MBA 5190 Foundations of Production and Operations Management

### Core Courses

ACC 5200 Managerial Accounting  
ECN 5120 Analysis of Economics Conditions  
MBA 5200 Decision Analysis  
MBA 5210 Personal Development, Ethics, and Social Responsibility in Organizations  
MBA 5220 Corporate Finance  
MBA 5240 Marketing Management and Planning  
MBA 5250 Leadership  
MBA 5260 Information Systems and Technology  
MBA 5900 Strategic Management

### Frequently Offered Courses (Must pick 3 courses)

MBA 5320 eBusiness Strategies  
MBA 5370 Systems and Project Management  
MBA 5420 Investments  
MBA 5450 Global Financial Management Analysis  
MBA 5470 Real Estate  
MBA 5500 New Product Management  
MBA 5510 Marketing Communications  
MBA 5520 Marketing Research  
MBA 5530 Consumer Behavior  
MBA 5580 Global Marketing Management  
MBA 5620 Entrepreneurship  
MBA 5640 Business Turnaround Management  
MBA 5680 Diversity in Management and Marketing  
MBA 5700 International Business Law  
MBA 5720 Human Resource Management: Personnel Processes  
MBA 5760 Organization in Society: Critical Issues in Labor  
MBA 5860 Organizational Behavior: Administrative Strategy  
MBA 5890 Managing the Global Firm  
MBA 5920 Emerging Trends in Business  
MBA 5940 International Studies in Business  
MBA 5950 Directed Study and Research  
MBA 5990 Master's Thesis

**For further information, please write, call or e-mail:**

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**International Students:** please contact Steven Coddington at  
 coddinsm@udmercy.edu

## Course Descriptions for Frequently Offered Courses

### **ACC 5100 Foundations of Financial Accounting 3 cr.**

This course provides an introduction to the field of accounting and to the development and use of accounting information in the business world. The course is structured to emphasize accounting techniques and procedures, accounting theory and interpretation, and the use of accounting to understand the changes in highly computerized and diversified businesses.

### **ACC 5200 Managerial Accounting 3 cr.**

*(Prerequisite: ACC 510.)*

Managerial accounting provides key data to managers for planning and controlling, as well as costing products and services. By focusing on basic concepts, analyses, uses and procedures, instead of procedures alone, we recognize managerial accounting as a tool for business strategy and implementation. The pace of change in organizations continues to be rapid. The course reflects changes occurring in the role of managerial accounting in organizations and in research on cost accounting.

### **ECN 5100 Economic Analysis 3 cr.**

Microeconomics concerns itself with analyzing rational decision-making processes by consumers, producers, competitive firms, monopolistic competitors, oligopolists and monopolistic enterprises. Decision-making processes aim at value-maximization by consumers, factor efficiency and cost-minimization by producers, and profit maximization by sellers. In addition to studying production, distribution and consumer decision, Microeconomics also analyzes rational behavior of factor suppliers whether they be providers of labor, raw materials, parts or services for utility maximization by suppliers and value-product optimization by factor employers. Diverse

aspects of buying and selling are then integrated into a general equilibrium model for social optimality.

### **ECN 5120 Analysis of Economic Conditions 3 cr.**

The primary function of this course is to delve into economic analysis to describe, explain and predict aggregate measures of economic activities such as product, employment/unemployment, inflation, international trade and the balance of payments. The course constructs macro economic models of the economy, based on theory, to explain economic events. The models are then used to apply to and evaluate policy alternatives and actions of governments in their attempt to influence economic outcomes such as keeping inflation in check while achieving fuller employment while trading successfully with economies abroad.

### **MBA 5100 Legal Environment 1.5 cr.**

This course reviews the immediate legal problems confronting business organizations in the contemporary world. Topics include: the formation of contracts, execution and defenses to contract claims, contract remedies and contract damages. Also considered are sales contracts that emphasize international sales. Special attention will be devoted to the employment contract with emphasis on early termination problems, sexual discrimination and harassment problems as these emerge via new interpretations of the law.

### **MBA 5120 Statistical Analysis for Decision Making 3 cr.**

This course addresses the ever-increasing availability and use of quantitative data in decision making. The central concept of uncertainty and risk and the relationship between business decisions and games of chance are treated. Sample data analysis is followed by probability theory and models and functions of random variables, culminating in inferences from data.

### **MBA 5140 Foundations of Management 1.5 cr.**

This course addresses concepts of organizational design and organizational behavior within the context of contingency theory. Organizational design focuses on the basic types of structures of the formal organization, as well as the key processes required for those structures to function. Organizational behavior focuses on activities of the manager, behaviors traceable to the informal organization, and to motivational needs of the organization's membership.

### **MBA 5160 Foundations of Marketing 2 cr.**

The course examines the marketing functions in consumer, business-to-business, government and non-profit markets with an emphasis on the role of marketing in the organization. Areas to be investigated include marketing and customer information, market segmentation, global and ethical issues, as well as, product planning, channels of distribution, pricing and promotion analysis.

**MBA 5180 Foundations of Financial Management 2 cr.**  
(Prerequisite: ACC 510 and ECN 510.)

The essential elements of corporate financial management are explored in this course. Topics include: ratio analysis, time value of money, risk versus return, leverage and all aspects of long term corporate capital budgeting and financing. The course develops the student's ability to evaluate business decisions.

**MBA 5190 Foundations of Production and Operations Management 2 cr.**

(Prerequisite: MBA 512.)

Operations Management is responsible for planning and coordinating the use of the organization's resources to produce goods and provide services (convert inputs into outputs). Operations decisions involve design decisions and operating decisions. Design decisions relate to capacity planning, product design, process design, layout of facilities and selecting locations for facilities. Operating decisions relate to quality assurance, scheduling, inventory management and project management.

**MBA 5200 Decision Analysis 3 cr.**

(Prerequisite: MBA 512.)

This course familiarizes the student with frequently used models in decision science and management science. Such models include regression and correlation, forecasting and time series; decision analysis; risk simulation; optimization techniques, e.g., linear programming, modeling, operations research and management science methods.

**MBA 5210 Personal Development, Ethics, and Social Responsibility in Organizations 3 cr.**

This course serves as a gateway into the MBA program. Topics related to three levels of human system (person, group, and society) are introduced: personal development, team development, and social responsibility. Topics include personal values and goals, ethics in business, team roles and processes, role of free markets, sustainable growth, global commerce, governance of the firm, transparency, and business-government relations. Service learning is required.

**MBA 5220 Corporate Finance 3 cr.**

(Prerequisite: MBA 518.)

A practitioner-oriented study approach to the problems facing the corporate financial manager. Application of modern finance theory and tools to problem-solving in the areas of capital budgeting, working capital management, long-term financing and dividend policy and mergers and restructuring decisions.

**MBA 5240 Marketing Management and Planning 3 cr.**

(Prerequisite: MBA 516.)

This course analyzes and assesses marketing opportunities and threats, assesses competitive advantages and disadvantages, and develops business plans that are consistent with these assessments. Specific topics include methods of market

analysis and decision making in multi-markets and global strategic businesses. The course may include case analysis, a group project or a simulation that examines the strategic marketing position of the firm.

**MBA 5250 Leadership 3 cr.**

(Prerequisite: MBA 514.)

This course addresses the characteristics of contemporary work organizations (flat in structure, team-based in decision making, networked for information sharing and communication, diversified in membership, and global in orientation) and the leadership function. It concentrates on the essential leadership skills of critical thinking, problem solving, written presentation, oral presentation, and behavioral flexibility. For each skill area, individual feedback is given to participants as the basis for personal and career development.

**MBA 5260 Information Systems and Technology 3 cr.**

A comprehensive study of management information systems and technology, theory and practice. The course presents concepts encompassing strategic impact, technology integration, managing rapidly evolving technologies, IT sourcing policies, application development process and partnerships and constituencies. The course aims to prepare leaders in managing the use of information, systems and technology to harness the power of new technologies to make better decisions and more effectively manage organizations, thereby enabling them to compete more effectively. This course uses case studies in a team format.

**MBA 5310 Applied Decision Analysis 3 cr.**

(Prerequisite: MBA 512.)

The management skill of modeling in support of decision making. Assessing uncertainties, risk preference and selecting the best course of action in a management decision making situation. Decision making with prior probability, decision analysis with sampling, incorporating decision preference into models. Single and multi-attribute utility models and risk analysis.

**MBA 5320 eBusiness Strategies 3 cr.**

A comprehensive study of e-Business. The course presents concepts encompassing e-Marketing and e-Operations, Electronic Payment Systems, Legal and Ethical Issues, e-Business Technology, Web Development, Interoperability & Standards, and Security Issues. Future managers need to deeply understand how to integrate new information technology with innovative forms of organizing to develop effective e-business strategies. The course aims to prepare leaders in managing e-Business, systems and technology to harness the power of new technologies to make better decisions and more effectively manage organizations.

**MBA 5370 Systems and Product Development 3 cr.***(Prerequisite: MBA 519 and approval of instructor.)*

As technological integration and product complexity increase, so do new-product introduction lead times. To stay competitive, companies have sought to shorten the development times of new products by managing product development efforts as discrete projects using project management tools. This course provides students with up-to-date project management methods and tools to effectively plan, organize, and control product development processes.

**MBA 5420 Investments 3 cr.***(Prerequisite: MBA 522.)*

This course introduces investment analysis. Topics covered include: securities markets, participating in these markets, valuation of stocks and bonds, risk and return, options, futures, theory and evidence of market efficiency, concepts concerning diversification, and an introduction to both portfolio theory and the capital asset pricing model, and its impact on finance.

**MBA 5450 Global Financial Management Analysis 3 cr.***(Prerequisite: MBA 518.)*

A study of those principles essential to an understanding of international investment and financing problems. Current theories and practice on global financial environment, foreign exchange, financial derivatives, financing international transactions, and global asset management.

**MBA 5470 Real Estate 3 cr.***(Prerequisite: MBA 518.)*

Course considers selection, financing and taxation of investment in real property. Types of real estate investments, concepts regarding risk/return relationships, sources of investment capital and the criteria for selection of real estate investment and financing sources are also considered.

**MBA 5500 New Product Management 3 cr.***(Prerequisite: MBA 516.)*

This course studies the entire process of new product development from ideation, concept testing, prototypes, product design, packaging labeling, test marketing, national launch, and customer feedback. More recent themes in new product development such as total quality management (TQM) and ISO9000 compliance, innovation and improvisation, pioneer versus late mover advantage, market versus competitor orientation, and standardization versus customization are investigated. Case analysis of major new product/services successes and failures in the industrial and consumer goods sectors are undertaken.

**MBA 5510 Marketing Communications 3 cr.***(Prerequisite: MBA 516.)*

A theoretical and applied study of communication strategies in marketing, especially media advertising, corporate advertising and promotional campaigns. The effectiveness of advertising

and promotional mix strategies on influencing buyer attitudes and behavior are examined.

**MBA 5520 Marketing Research 3 cr.***(Prerequisite: MBA 512 and MBA 524.)*

A study of marketing research as a process, including preliminary steps and research design, questionnaires, secondary and primary data sampling, processing and interpreting data, evaluation and effective presentation of findings. Behavioral science aspects of research are investigated.

**MBA 5530 Consumer Behavior 3 cr.***(Prerequisite: MBA 516.)*

Current theories and research on the behavior of consumers is examined from the viewpoint of marketing management decisions, planning and research. The behavioral science concepts underlying the study of consumer behavior are investigated.

**MBA 5580 Global Marketing Management 3 cr.***(Prerequisite: MBA 516.)*

This course studies the recent phenomenon and theories of global markets and opportunities, globalization drivers, global brands and services, global consumer cultures, global marketing strategies and tactics, and global market shares. Case analysis of major global companies in the industrial and consumer goods sectors are undertaken. Specific global marketing strategies addressed include: global strategic alliances; globalization versus localization; standardization versus customization of products and services.

**MBA 5620 Entrepreneurship 3 cr.**

This course covers the entrepreneurial process from conception to birth to adolescence of a new venture. It concentrates on attributes of entrepreneurs/intrapreneurs searching for opportunities, and gathering resources to convert opportunities into businesses. Students learn to evaluate new ventures and develop a business plan to pursue those ventures. It is stressed throughout that new venture development can happen both within and outside an existing organization.

**MBA 5640 Business Turnaround Management 3 cr.**

This class will explore the concepts, theories, patterns and recent cases of the four stages of corporate sickness: decline, distress, insolvency and bankruptcy. It will examine contemporary product, production, accounting, financial, marketing, alliance and joint-venture-based turnaround strategies to combat organizational sickness.

**MBA 5680 Diversity in Management and Marketing 3 cr.**

This course explores the relationships of diversity to organizational change and development, effective management practices, and successful marketing methods. Participants develop an understanding of behavioral

competence in recognizing the importance of diversity relative to suppliers, fellow professionals, employees, managers, and customers.

**MBA 5700 International Business Law 3 cr.**

The internationalization of business has introduced to the American business community the fact that American law no longer is the dominant rule. This course introduces the business-person to the difference in legal systems governing international trades, the different legal rules and restraints imposed by treaty and by the realignment of the world business community, and the various remedies and protections available to the American business community.

**MBA 5720 Human Resources Management: Personnel Processes 3 cr.**

*(Prerequisites: MBA 514)*

Develops student competencies with respect to comprehending and performing HRM tasks required to integrate HRM functions in support of the organization's strategic planning and implementation processes. Discussed are job analysis, selection and placement, training and development, performance evaluation, compensation of organizational members, meeting/exceeding legal and ethical standards of work place safety, fairness and security in the presence and absence of unions.

**MBA 5760 Organization in Society: Critical Issues in Labor 3 cr.**

*(Prerequisite: MBA 514.)*

Current issues affecting employees as they deal with collective-bargaining processes. A study of past, current and anticipated goals, policies and practices of the U.S. labor movement.

**MBA 5860 Organizational Behavior: Administrative Strategy 3 cr.**

*(Prerequisite: MBA 514.)*

Administration as a dynamic process from the perspective of upper level management, with an emphasis on the political processes in the work organization. Power relationships established with internal and external influences. Types and composition of coalitions.

**MBA 5890 Managing the Global Firm 3 cr.**

*(Prerequisite: Completion of MBA Core.)*

Managerial decisions facing the manager of a multinational corporation. The case method is used extensively to examine marketing decisions, financial operations, personnel processes and strategies planning.

**MBA 5900 Strategic Management 3 cr.**

*(Prerequisite: Completion of MBA Core.)*

Administration as a dynamic process. Leadership strategy and the formulation, analysis and evaluation of organizational strategic policy. Case material and reports require the student

to integrate his/her knowledge and skills for purposes of strategic policy decision-making.

**MBA 5920 Emerging Trends in Business 1-3 cr.**

This course is devoted to the investigation of significant, current trends in the area of business. Topics covered in the course vary across a wide spectrum of possible areas. Topics will be announced in advance. The course may be repeated when the topic changes.

**MBA 5940 International Studies in Business 3 cr.**

*(Prerequisite: Completion of all pre-core requirements and approval of program director.)*

Study in one or more disciplines conducted abroad under supervision of members of the faculty. This course provides students with the opportunity to gain additional perspective on international business, with specific reference to the host country. May be repeated once with permission of program director.

**MBA 5950 Directed Study and Research 1-3 cr.**

*(Prerequisite: Approval of instructor and the director of Graduate Business Programs.)*

Readings and research in a pertinent field of study chosen by the student and supervised by a faculty member. Conferences, oral reports or papers are required by the supervising faculty as evidence of work progress and project completion. May be repeated once with permission of director of Graduate Business Programs.

**MBA 5990 Master's Thesis 6 cr.**

*(Prerequisite: Open to students with approval of instructor and the director of Graduate Business Programs.)*

Requires the submission of a thesis under the direction of a supervising faculty member. Students should consult the Graduate Business Programs Office for format requirements.