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Fall 2003

### 2003-2005 Otterbein College Master of Business Administration Course Bulletin

Otterbein University

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OTTERBEIN  
COLLEGE

MBA

MASTER of  
BUSINESS  
ADMINISTRATION



2003-2005 COURSE BULLETIN

# OTTERBEIN COLLEGE

## Master of Business Administration Catalog

Academic Calendar	Autumn - Summer	Autumn - Summer
<b>AUTUMN QUARTER</b>	<b>2003-04</b>	<b>2004-05</b>
Classes Begin	Sept. 15	TBA
Examination Period	Nov. 24-26	TBA
 <b>WINTER QUARTER</b>		
Classes Begin	Jan. 5	TBA
Examination Period	March 15-17	TBA
 <b>SPRING QUARTER</b>		
Classes Begin	March 29	TBA
Examination Period	June 7-9	TBA
 <b>COMMENCEMENT</b>	June 13	
 <b>SUMMER SESSION</b>		

The Summer Session Calendar is published in the Schedule of Classes which is available at the Office of Continuing Studies, the Office of the Registrar, and the Office of Graduate Programs on or near February 1 each year.

### **Non-Discrimination Policy**

Otterbein College does not discriminate on the basis of race, religion, age, sex, color, disability, sexual orientation, national or ethnic origin, political affiliation, marital or veteran status in admission of students, educational policies, scholarships and loans, housing, athletics, employment and other activities. Inquiries regarding compliance with federal nondiscrimination regulations may be directed to the Chairperson of the Affirmative Action Committee; the Vice President for Academic Affairs; or the Vice President for Business Affairs.

### **Accreditation**

Otterbein College is approved by the North Central Association of Colleges and Secondary Schools, the American Association of University Women, the American Chemical Society, the Association of American Colleges, The Commission on Accreditation of Allied Health Education Programs, the National Association of Schools of Music, the National Council of Accreditation of Teacher Education, the National League for Nursing, the Ohio College Association, and the Ohio Department of Education.

**[www.otterbein.edu](http://www.otterbein.edu)**

# OTTERBEIN COLLEGE

## DEPARTMENT OF BUSINESS, ACCOUNTING AND ECONOMICS

### THE MBA PROGRAM

419 Roush Hall  
Otterbein College  
Westerville, OH 43081  
(614) 823-1095  
[www.otterbein.edu](http://www.otterbein.edu)

*This catalog is neither a contract nor an offer of a contract. The information it contains was accurate at the time of publication. Fees, deadlines, academic requirements, courses, degree programs, and other matters described in this catalog may change without notice. Not all courses are offered each academic year, and faculty assignments may change.*

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# GENERAL INFORMATION

## Our Institutional Mission

The mission of Otterbein College is to educate the whole person in a context that fosters the development of humane values. Otterbein College is a private, church-related, coeducational college that sponsors traditional and continuing education programs of liberal arts and professional education at Baccalaureate and Master's levels. Our commitment is to the liberal arts as the broad base of all learning.

## Our Philosophy

Otterbein College seeks to sponsor a program of liberal arts education in the Christian tradition. Characteristic of this educational venture are the efforts to help you become increasingly aware of yourself and responsible within the larger society. The College seeks to encourage serious dialogue so that a variety of lively human beings, demonstrating informed, well-disciplined intellectual abilities along with humane values, will develop to serve within the community.

The fulfillment of these purposes requires students to read well, write well, think clearly, identify ideas, know how to discuss, to listen, to seek data and to have powers of synthesis and creativity. Otterbein seeks to provide students with focal points around which self-education may continue after graduation and with attitudes appreciative of those values reflected in the purposes of the College. In striving for such attitudes, students must see their own specialties in a larger perspective and be prepared with a complement of intellectual skills to join in thoughtful dialogue.

## Our History

Otterbein College was founded (as the Otterbein University of Ohio) in 1847 by the Church of the United Brethren in Christ, which through two mergers has become the United Methodist Church. Otterbein was chartered by the State of Ohio in 1849, and granted its first degrees in 1857. It is currently approved by the University Senate of the United Methodist Church. From eight students in 1897, we have grown to a current enrollment of about 3,000.

While Otterbein has evolved into a comprehensive college, combining traditional liberal arts disciplines and professional programs, the liberal arts remain a foundation for Otterbein's educational programs.

The evolution to a comprehensive college has been a natural one for Otterbein. As noted in one of the College's early histories, in the first sixty years of the College "students prepared mainly for teaching, the ministry and professional careers." Historically, we have viewed the liberal arts and pre-professional education as complementary.

Similarly, while Otterbein has always emphasized undergraduate education, the decision to offer graduate degrees is consistent with our history and mission. The College offered Ph.D. degrees from 1883 until 1895, and M.A. degrees until 1912. When graduate programs in Education, Nursing and Business were added in 1989, 1993 and 1997, respectively, one important rationale was that these programs would provide important benefits to the undergraduate curriculum.

In addition to its Church-related heritage and its commitment to liberal arts and professional education, three other features of Otterbein's history deserve special attention.

First, from its founding, Otterbein was intentionally and uncommonly inclusive with respect to women and people of color. Otterbein was among the first coeducational colleges in America, and probably the first college in the United States to be founded as coeducational and to admit women to the same programs of study as male students. Its first two graduates were females. From its opening, Otterbein employed female faculty members, and it was probably the first college to do so. Otterbein was also one of the first three colleges in the United States to be open to students of color, and College historians have argued that it deserves to be considered the first to be founded with that philosophy.

Second, Otterbein has been unique in the development of a governance system that includes many campus constituencies in college decision-making. During the 1850's and 1860's, a number of faculty served as members of the Executive Committee. Since 1946, faculty and students have served in an advisory role on most trustee committees. In September 1970, the College implemented a new governance system that is an extension of this inclusive heritage and has received much national attention. The new system provided for a single College Senate, composed of faculty, students, administrators, alumni, and trustees.

Third, in 1968, Otterbein created an innovative general education initiative, the Integrative Studies Program. Originally known as the "Common Courses" in the early history of the institution, the Integrative Studies Program was also established in keeping with the College's spirit of inclusiveness and community, to provide a sufficiently broad study of world culture to enable students to understand the continuum of ideas, movements, and patterns which has produced the civilization of the twentieth century. Like our governance system, this program has also received national recognition by the Association of American Colleges (now, the Association of American Colleges and Universities). Recent revisions of the program underscore the themes of coherence, breadth of understanding, and intellectual community.

## **Our Facilities**

The Otterbein College physical plant consists of 44 buildings located on a 114 acre campus. There is a mix of old and new buildings, however most all of the older buildings have been extensively remodeled during the past 20 years.

The offices and most of the classrooms for the graduate programs are located in Roush Hall, a building constructed in 1993. In 1998-1999 Towers Hall was totally renovated and the latest technology equipment was added to the Towers' classrooms.

The Courtright Memorial Library offers a variety of resources to assist students in their studies, including books, periodicals, government publications, microforms, textbooks, videos, non-print media, CD-ROM, and online resources. The Courtright Memorial Library is a member of a consortium of private colleges, called OPAL, which provides access to Ohiolink, a state-wide network of academic institutions. These memberships provide Otterbein students, faculty, and staff with access to information resources available at academic libraries throughout Ohio. The employees of the Courtright Memorial Library are committed to providing you with high quality service.



## Our Governance

College governance gives students voting rights, along with faculty and administration, on all campus policy and decision-making bodies. The College Senate acts as a legislative body in such affairs as are delegated to it by the Board of Trustees, and students may sit in equal numbers with faculty and administrators. Students are represented in all the committees on campus. All full-time students are eligible for election to the Senate.

The Otterbein College Board of Trustees has legal authority over all actions of the Senate. Two voting student and two voting faculty representatives are on the 30-member board. Copies of the Otterbein College Governance By-laws are available in the Library at the reserve desk.

## Our Facilities

The Otterbein College campus consists of 44 buildings located on a 175-acre campus. Facilities are in a state of continuous improvement, with new buildings, renovations, and modernizations being completed or planned. The campus is a blend of historic and modern architecture.

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# DEPARTMENT OF BUSINESS, ACCOUNTING AND ECONOMICS

## Our Department Vision

The faculty and staff of the Department of Business, Accounting and Economics at Otterbein College strive to create regionally acknowledged, leading edge business education programs for both undergraduate and graduate students. These programs focus on the development of an integrative and interdisciplinary curricula within the department, while increasing our connection with the liberal arts components of the college. At the undergraduate level we strive to be the number one business program among liberal arts colleges in the mid west and at the graduate level we strive to be the top private school program in central Ohio. We establish structures and processes to develop faculty as educators, scholars, and citizens. We also develop our students so as to meet their personal goals and bring to fruition their innate potentials. We encourage a culture of quality in all we do and hold our students and ourselves to the highest ethical, academic, and good citizen standards.

The mission of the Department of Business, Accounting and Economics is to prepare students for life long learning necessary to provide value to themselves, the workplace, and society. Our efforts flow from the liberal arts orientation of the College. We are guided in our efforts by the principles of:

- **Acquisition of Knowledge and Lifelong Learning**  
Instilling students with the excitement that comes from joy of discovery and the acquisition of new knowledge along with the recognition that learning will continue throughout their careers.
- **Independent Accountable Decision-Making**  
Preparing students for professional careers or graduate school by giving them the technical, analytical, research, and communication skills needed to become effective business leaders sensitive to many constituencies and insistent on accepting accountability for their actions.
- **Diversity**  
Sensitizing students to a global world in which the appreciation for culture and intellectual diversity is essential.
- **Ethics**  
Furthering a value based approach that emphasizes probity and ethics in both professional and personal lives.

The Department accomplishes its mission by:

- **Quality**  
Establishing a culture of quality in all we do and expect .

- **Curriculum**

Developing and offering an integrative, relevant curriculum using innovative pedagogy including new technologies and study abroad programs.

- **Advising**

Providing quality and informed advising.

- **Opportunity**

Afford students the opportunity to participate in professional student organizations, learn through co-ops and internships, and network with the business community. In addition, students are encouraged to participate in study abroad programs and other international experiences.

- **Faculty**

Developing an intellectually engaged faculty who are professionals in their fields and role models for their students.

## **Our MBA Mission**

The MBA Program at Otterbein College is a multidisciplinary, ethics-supported, technology-enhanced program with a global focus that furthers the mission of a liberal arts education while providing the skills for life-long learning necessary to provide value to the individual, the workplace and society.

## **Our Advisory Board**

Since early in its inception in 1997, the MBA Program has been working closely with local, national and international senior executives on curriculum, mentorship, networking opportunities for students, marketing and resource development issues. The idea is to seek executive input to ensure that our “product” remains market-driven and our program is reviewed as a market leader. The executives’ “real-world” perspectives are critical for the success of our students.

# ADMISSION INFORMATION

Materials required for admission to the MBA Program should be submitted to the Office of Graduate Programs, Roush Hall, Room 208, Otterbein College, Westerville, OH 43081. All contents of the student's admission file become the legal property of the College and are not returnable or transferable.

Admission to the MBA program is open to graduates of regionally accredited colleges or universities, who hold a four year degree, and have the intellectual, academic and personal ability to succeed in graduate studies.

## Application Information

1. Official Transcripts for all previous college and/or university work.
2. Official scores on the Graduate Management Admissions Test (GMAT). When requesting GMAT scores, please use the Otterbein College code: 1597.
3. Two MBA recommendation forms. The recommender should be an employer, a professor or person familiar with your professional or academic career. Otterbein College reserves the right to contact persons providing recommendations and to acknowledge receipt of recommendations.
4. Completed MBA application.
5. Non-refundable application fee of \$35.00.

## Conditional Admission

Exceptions for applicants who do not meet all of the criteria for admission to the MBA Program will be referred to the MBA Admissions Committee. Conditional admission may be granted in cases that justify this action.

## Residence Requirement

To meet the residence requirement for a Master of Business Administration, a student must complete a minimum of 48 quarter hours of graduate coursework at Otterbein College.

## International Students

International students wishing to apply must complete the necessary graduate education admission requirements. Additionally they must provide: 1) Supplemental Application for Admission; 2) Official TOEFL report if the applicant's first language is not English (a score of at least 550 on the paper-based test or 213 on the computer-based test is required); 3) A current bank statement or Affidavit of Support and/or a sponsor's letter indicating that sufficient funds are on deposit or can be made available and will be used toward the applicant's education. Funds must be listed in U.S. dollars; 4) A World Education Services, Inc. (WES) course-by-course evaluation of all post-secondary credentials; 5) Applicants who hold a visa or are U.S. resident alien (with a green card) must submit a copy of the visa/green card along with the Supplemental Application. All international applicants should contact the Office of Graduate Programs for additional information. Early application is encouraged.

## **Transfer Students**

A maximum of 16 quarter hours of graduate work with a grade of B or higher may be transferred from a fully accredited program upon approval of the MBA Admission Committee. The course(s) must be from an MBA Program or a field closely related to business (i.e., Accounting, Economics, Information Technology). Transfer work must be listed in the catalog or official documents of the offering institution and must be appropriate for application to the MBA program being followed at Otterbein College.

Evaluation of transfer credit is made at the time of the admission process. Prior approval of the Director of the MBA Program is required if a student decides to transfer courses from another MBA program while completing the degree at Otterbein. A grade of B or higher is required for the credits to transfer.

The following conditions apply to approval of graduate credit course work taken at other institutions prior to or during completion of the MBA:

- The institution offering the course must be regionally accredited.
- The application for credit earned must be approved by the College Registrar and the Director of the MBA Program before the work is taken.
- There is no assurance that course work taken at other institutions without prior permission by the MBA Director will be accepted as credit toward a degree. Work that has not been previously approved may be submitted for evaluation under the conditions of transfer credit.
- The content of the course must satisfy a requirement or be a suitable elective in Otterbein's MBA program.
- No more than 16 quarter hours of credit earned at another institution will be approved.
- Credit will not be recorded until an official transcript has been received from the offering institution.
- Only credit hour(s) will transfer. Grades associated with the course are not transferrable.

## **Transient Students (Visiting Students)**

A student enrolled and in good standing in a graduate business program in another institution may enroll in specific graduate courses for transfer of credit. In order to be admitted, transient students must submit: 1) An MBA application and application fee; 2) Unofficial or official undergraduate transcripts from all regionally accredited colleges attended; 3) Official graduate transcript from current MBA program; 4) Letter from the Dean, Director, or Department Chair documenting enrollment in an MBA program. The transient student must meet all of the registration requirements for the given course. Applicants may enroll in up to 12 credit hours over a maximum of three quarters.

Transient students must complete all of the course requirements and examinations and pay the same fees and tuition as Otterbein College students. Transient students may only enroll on a space available basis.

## **Non-Degree Students**

1. Non-degree students who currently hold an MBA or a graduate degree closely related to business (i.e., Accounting, Economics, Information Technology) may take up to 12 credit hours on a space available basis. An official transcript

showing receipt of the masters degree must be submitted with the application. Applicants must complete all the course requirements and examinations and pay the same fees and tuition as Otterbein College students.

2. To apply for admission, non-degree students must submit: 1) An MBA application and application fee; 2) Official transcript documenting completion of an MBA, graduate Accounting, graduate Economics, or other business-related graduate degree.

# REGISTRATION INFORMATION

## Registration

Students may register for classes one term at a time or may register for the entire forthcoming academic year. Registration may be done by mail, in person or on-line via CardinalWeb for Students. Students who are new to Otterbein College will have access to web registration after the initial registration. Former Otterbein students who have been away for one year or longer lose access to the web and must reapply for admission to the MBA program at which time web access will be restored.

## Tuition and Fees

Tuition and fees are set by the Board of Trustees and are subject to change. Please refer to the schedule of classes for applicable costs.

For the 2003-2004 academic year, the following fees will apply:

- One time Registration deposit: \$100 Non-refundable (applies to tuition)  
(The \$100 deposit is required from all new students and students who have been readmitted after an absence of one year or more.)
- Tuition for MBA Course Work: \$276 per Quarter Hour (1-11 hours)
- Full-time: \$6,711/quarter (12-18 credit hours during Autumn, Winter, Spring)
- Special Fees:

Credit By Examination (per credit hour)	\$26.00
Late Registration	\$75.00
Part-time student parking decal (annually)	\$30.00 (annually)
Transcripts	\$ 5.00

Note: For a complete list of fees, contact the Business Office at 614-823-1150.

## Withdrawal and Refunds

To withdraw from classes, students must notify the Registrar in writing or drop via the CardinalWeb for Students. Students need to print a copy of their detailed schedule since physical copies of the schedule are no longer mailed. The detailed schedule can be used to reflect the changes in the schedule. The date of withdrawal is the date the notice is received by the Registrar. It is the responsibility of the student to make certain that the written notice of withdrawal or the web drop reaches the Registrar's Office within the stated deadlines.

If official notice of withdrawal is received before the end of the fifth week of full quarter courses, or the first half of shorter courses, no record of the registration will appear on the academic record with a grade of "W." Students are not allowed to drop a course after the seventh week of the term.

If a student ceases to attend classes or complete the required work and does not officially withdraw, a grade of "F" will be recorded and the student will be responsible for all fees and tuition charges for the class or classes.

The following refund schedule has been established for those students who properly withdraw from classes.

Withdrawal prior to the first day of the term: (less forfeited deposit):	100% of fees due or paid 100% of fees
Withdrawal received by 8 p.m. Monday following the first week of classes:	90% of fees
Withdrawal received by 8 p.m. Monday following the second week of classes:	70% of fees
Withdrawal received by 8 p.m. Monday following the third week of classes:	60% of fees
Withdrawal received by 8 p.m. Monday following the fourth week of classes:	40% of fees
Withdrawal received by 8 p.m. Monday following the fifth week of classes:	20% of fees
Withdrawal received by 8 p.m. Monday following the sixth week of classes:	10% of fees

Withdrawal for inter-term courses: Students who withdraw by the end of the 1st class meeting get 100% refund. Withdrawals by the end of the 2nd class is 50% refunded. After the 2nd class, no refund is available.

## Orientation

The MBA Program offers an orientation session every academic quarter. The orientation session provides an opportunity for new students to learn about the MBA Program academic expectations, networking, mentorship program and working with CardinalWeb for Students including on-line registration.



# FINANCIAL INFORMATION

## Financial Aid

Financial Aid from college sources for graduate students is generally available only to those taking six or more quarter hours. Information regarding aid from sources such as government grants and loans, Veteran's Administration, and deferred bank loans may be obtained through the Otterbein College Financial Aid Office (614-823-1502). Additionally, the Westerville Chamber of Commerce has designated one scholarship a year to an MBA student who is a member of the Chamber or works for a Chamber member. For more information, please contact the MBA Program (614-823-1095).

## Satisfactory Academic Progress (SAP)

Students who fail to make satisfactory academic progress are subject to the loss of federal financial aid. Refer to page 16 for Academic Good Standing. Courses in which IP's, R's and W's are received are considered attempted credit hours. Students who fall below the defined standard for satisfactory academic progress will be warned in writing. Students who receive a warning will have to be in compliance with the defined standard within two quarters or federally-funded financial aid will be forfeited. Warnings are issued as a courtesy; students must assume full responsibility for monitoring their own satisfactory academic progress. The College reserves the right to refuse registration to students who are failing to make satisfactory academic progress toward their degrees.

Federal regulations require that Otterbein College monitor the academic progress of students who apply for and/or receive federal financial aid. To remain eligible for financial aid, recipients are required to show satisfactory academic progress toward a degree.

Any appeal to an academic progress decision may be submitted to Academic Council through the Academic Affairs Office no later than four weeks prior to the start of the quarter. The decision of Academic Council may allow students to have up to two quarters of probation as long as two-thirds of the hours attempted have been earned each of those quarters.

MBA students are considered to be making satisfactory academic progress for purposes of financial aid eligibility only if they are in good academic standing with the college. The policy also includes a quantitative measure (percentage of courses completed) and a maximum time frame not to exceed 150% of the published length of the program measured in academic years or terms of enrollment.

## Payment Plans

In recognition of the fact that many adult students must carefully plan their finances to manage a household budget, Otterbein offers two convenient payment plans. Both plans are an alternative to paying fees in full by the first day of each term. Forms for these two payment plans are available in the Registrar's Office and the Office of Graduate Programs. If students choose to use one of these plans, they need to make arrangements before the beginning of the quarter. Personal checks and most major credit cards are accepted.

### **1. Three-Part Payment Plan**

Students may divide the tuition into three payments. At least one-third of the tuition will be due by the first day of class. The remaining balance will be payable in two payments due one month apart. There is a \$15 quarterly handling charge for this payment option.

### **2. Deferred Payment Plan**

If students qualify for their company's tuition reimbursement program, this plan will allow them to defer most of their tuition until the end of the quarter. There is a \$25 quarterly service charge for this payment option.

# ACADEMIC INFORMATION

## Academic Advising

Upon admission to the MBA program, the student will be assigned a faculty advisor. Students are encouraged to seek advice from other faculty in the department and based on their professional goals and interests, students can request another advisor.

## Academic Support Center

The Academic Support Center provides a variety of academic support services. The Writing Center provides drop-in consultation on writing projects. The Center, staffed by undergraduate students and professionals, is open to all students who want to develop and refine their writing skills. The Math Lab provides assistance with math homework or concept review and is staffed by undergraduate student tutors who are available for extended hours. Content area peer tutoring on an individual basis is available in many other academic subjects. Noncredit individualized assistance from the professional staff is offered in areas such as time management, exam preparation, effective reading techniques, note-taking, and math study skills.

The Academic Support Center also facilitates special academic accommodations for students with disabilities. For assistance with an academic accommodation, please contact the Director of the Academic Support Center, Courtright Memorial Library, Room 11, Otterbein College, Westerville, OH 43081 (614-823-1362).

## Academic Standing: Good Standing, Probation, Suspension, and Dismissal

**Good Standing:** Any student pursuing graduate level course work who maintains a minimum cumulative graduate grade point average of 3.0 is in good academic standing.

**Probation:** Academic Probation occurs when a student's cumulative grade point average for Otterbein College graduate coursework is below a 3.0. Students placed on Academic Probation are required to meet the academic requirements of their probation and be in good standing within two terms of enrollment.

**Suspension:** Suspension occurs when a student earns less than a 3.0 term graduate grade point average while on Academic Probation. A student will also be suspended when failing to gain good standing in the prescribed two terms. A student may apply for readmission after remaining out of school for at least one year. Graduate level credits earned at another school while a student is under academic suspension cannot be applied toward graduation at Otterbein. All readmission applications must be submitted to the Office of Graduate Programs and acted upon by Academic Council. Other information or steps may be required prior to consideration for readmission as determined by Academic Council. Readmission is not guaranteed. A student may reapply only once.

**Dismissal:** Dismissal occurs when a student is suspended for the second time or when a suspended student's readmission is denied by Academic Council. Dismissal is permanent.

## Grading

Graduate school is a process of academic exploration reserved for students who are committed to the high level of work demanded by a master's degree program. Graduate students are, therefore, held to a higher standard of achievement than undergraduate students. In order to reflect the minimum levels of achievement necessary to award a graduate degree, the grading philosophy, and the grade scales reflective of that process, are considerably different from undergraduate grade scales. Specifically, it is assumed that graduate students will pursue their coursework at either an "excellent" or A level or at an "above average" or B level. If a grade lower than a C is earned the course must be repeated and a grade of C or higher must be earned in order to satisfactorily complete the course.

If the cumulative graduate GPA falls below a 3.0, the student is placed on academic probation. Refer to the Academic Standing section for more details. If a student is on probation, it is the responsibility of the student to ensure that he or she achieves the required cumulative graduate grade point average to meet the probationary terms. A cumulative grade point average of 3.0 is required for graduation.

## Grade Symbols

The evaluation of student coursework is the responsibility of the course instructor. The following grades are included in the calculation of the grade point average (GPA):

A	=	4.0	93-100
A-	=	3.7	90-92
B+	=	3.3	87-89
B	=	3.0	83-86
B-	=	2.7	80-82
C+	=	2.3	77-79
C	=	2.0	73-76
F	=	0	72 and below

The following grades are not included in the calculation of the grade point average:

- F = Failing from pass/fail graded course.
- P = Passing from pass/fail graded course.
- IP = In Progress. Is used when course requirements have not been met and a final grade cannot be given because of a situation beyond the control of the student. Removal of the condition must be accomplished during the following quarter. If the condition is not removed within the specified time, the final grade will automatically become the "default" grade assigned by the instructor. It is the student's responsibility to read the terms of the IP which are provided by the Office of the Registrar.
- NR = Grade not reported by instructor; temporary condition.
- R = Repeated course.
- T = Transfer credit accepted from another institution.
- W = Withdraw. Is used when a student properly withdraws from a course before the end of the 7th week of the quarter. Students must complete a withdrawal form at the Office of the Registrar or use the CardinalWeb for Students.

## **Auditing Courses**

Graduate program policy does not permit students to audit graduate courses at Otterbein College. All courses should be taken for credit.

## **Change of Schedule (adding/dropping classes)**

For Autumn, Winter and Spring Quarters, the deadline for adding a class that begins in the same quarter is the 3rd day of the 1st week of the quarter.

There are 3 different deadline options for dropping an Autumn, Winter or Spring Quarter class that begins in the same quarter. The outcome is noted in parenthesis beside each option:

1. End of 1st week of quarter (tuition minus any deposit, will not be charged and course will not be recorded on student's transcript).
2. End of 5th week or 25th day of quarter (tuition will be charged, but course will not be recorded on student's transcript).
3. End of 7th week or 35th day of quarter (tuition will be charged and student's transcript will be marked with a "W").
4. After the 7th week or 35th day, a class may not be dropped.

Deadlines for Summer Session are comparable to those for the regular academic year, but are adjusted due to the shortened weeks in the term. The specific dates are published in the Summer Session Schedule of Classes available upon request from the Office of the Registrar (823-1350), the Office of Graduate Programs (823-3210), the MBA website or the CardinalWeb for Students.

To change a schedule, the student must select one of the following two options:

1. Complete a Change of Schedule form in person at the Office of the Registrar.

**-or-**

2. Change the schedule on-line via Cardinal Web for Students at [www.otterbein.edu](http://www.otterbein.edu).

## **Graduation Criteria**

Students must submit a Request for Degree Application to the Registrar's Office two quarters prior to the completion of all graduate work. This form may be obtained at the Registrar's Office or from the Registrar's webpage at [www.otterbein.edu](http://www.otterbein.edu), under the intranet link. All financial obligations must be met before students receive their transcripts and diploma. The following criteria must be fulfilled to be eligible to graduate:

1. All requirements for the MBA degree have been met.
2. A 3.0 graduate grade point average.
3. Request for Degree Application is signed by the student and the Director of the MBA Program. The form is then to be returned to the Registrar's Office.

## **Commencement**

All graduates (Summer, Autumn, Winter and Spring) are invited to the formal commencement which is held in June. Guest seating has been limited to seven tickets per graduate.

## **Grade Discrepancies (Grade Changes)**

Grades submitted to the Registrar's Office are considered final unless (1) evidence of an error can be presented, or; (2) the student is convinced his or her academic performance was evaluated on other than an academic basis or in a prejudiced or capricious manner. Grades may not be changed by arranging to complete additional work or by meeting criteria not in accord with those applied to all other students enrolled in the course.

## **Due Process and Appeals Procedures**

If a student is convinced that he or she is a victim of unlawful discrimination or of decisions arrived at in a prejudiced or capricious manner, the following sequential steps should be followed in appeal:

1. Discuss the matter with faculty member or person who made the decision in question. No appeal will be heard until this step has been taken.
2. If the matter could not be resolved in the discussion with the person who made the decision, the student should submit an appeal in writing to the Chair of the Department. The written appeal should specify the complaint, and the details and circumstances which justify the appeal. The appeal should be made no later than the following applicable deadline: for Autumn and Winter grades, the end of Week 3 of the following quarter; for Spring and Summer grades, the end of Week 3 of Autumn Quarter. Resolution and submission of the revised grade to the Registrar's Office must occur by the end of the 10th week of those respective quarters. Signatures of both the instructor and the instructor's department chairperson are required to change a grade.
3. If the matter could not be resolved in the previous step, submit the written appeal to the Vice President for Academic Affairs.
4. If the matter could not be resolved by the Vice President, submit the appeal in writing with supporting evidence and documentation that the previous steps have been followed to the College Academic Council.
5. The final appeals body is the College Appeals Council. Only certain appeals are heard by the Council. The Student Personnel Office will supply information related to the Appeals Council.

## **Interruption in Attendance**

After admission to a graduate program, continuous progress toward completion of the degree is expected. Students who interrupt their enrollment at Otterbein College or in an Otterbein College approved program for one year must update their admission application, pay a \$100 tuition deposit and submit official transcripts from any college or university attended during the absence. They will be required to meet the requirements for graduation as published in the catalog at the time of reenrollment. Returning students are encouraged to contact the MBA Director prior to reenrollment.

## **Judicial Policies, Regulations and Standards**

Each student has the obligation to become familiar with the College's rules, regulations, and policies and acknowledges that he/she shall be held accountable for conduct in those violations, even in the absence of such familiarity. Judicial policies, regulations and standards are published in The Campus Life Handbook available from the Student Affairs Office and are located on the web at [www.otterbein.edu](http://www.otterbein.edu) in the Policies and Resources section of Student Life.

## **Late Registration**

The first three days of each quarter are designated as late registration days. Only those students who have completed the admission process by the last business day before classes begin will be permitted to register late. No students new to Otterbein will be accepted during late registration. A \$75 late registration fee will be charged to the student's account. The fee may later be appealed in writing to Academic Council if

the student feels there is a valid reason for requesting such a refund. The appeal must be submitted in the same term for which the fee was assessed.

## **Repeating Courses**

Students may repeat any course in which they receive a grade lower than an "A". Both the original and the repeated course and grade earned will remain on the college transcript, but only the most recent grade will be counted as credit earned toward graduation requirements and in the cumulative grade point average. Repeated course work must be taken at Otterbein College and independent study may not be used for repeated course work. Students must inform the Registrar's office in writing when a course is being repeated and must do so at the time of registration. Forms are available at the Registrar's Office or may be printed from the Registrar's website and submitted to the Office.

## **Security Policy**

Otterbein College's annual security report includes statistics for the previous three years concerning reported crimes that occurred on campus; in certain off-campus buildings owned or controlled by Otterbein College; and on public property within, immediately adjacent to, and accessible from the campus. The report also includes institutional policies concerning campus security, alcohol and drug use, crime prevention, reporting of crimes, sexual assault, and other important campus policies that students should review. A hard copy can be obtained by contacting the Student Affairs Office at 614-823-1250 or on the web at [www.otterbein.edu](http://www.otterbein.edu), under Campus Security in the Policies and Resources section of Student Life.

## **Social Issues Policy**

Otterbein policies on Sexual Harrassment, Affirmative Action, Campus Security, Substance Abuse, Sexual Assault and Sexual Violence as well as campus crime statistics are available from the Student Affairs Office, by calling 614-823-1250 and on the web at [www.otterbein.edu](http://www.otterbein.edu) under Social Issues in the Policies and Resources section of Student Life.

## **Plagiarism**

Students found guilty of presenting work or writings of another person as their own for academic credit will be subject to disciplinary action as found in the Otterbein College Campus Life Handbook. A student may appeal any action through the Vice President for Academic Affairs to the Appeals Council. Actions may result in possible dismissal from the graduate program.

## **Time Limit to Complete the Degree**

The time limit for course work to be applied to the degree is five years. The time limit is computed from the date credit is recorded on the College transcript until the degree requirements are completed. Extension of time requested for adequate and unusual cause beyond the control of the student may be submitted to the Director of the MBA Program.

## **Transcripts**

Copies of unofficial and official transcripts may be obtained for a nominal fee from the Registrar's Office. All financial obligations must be paid in full to receive an official transcript.

# MASTER OF BUSINESS ADMINISTRATION (MBA)

## Curriculum

The MBA Program at Otterbein College is a generalist degree that provides a broad overview of all business functions (management, marketing, accounting, finance, economics and information technology systems). The curriculum is comprised of four major components, as outlined below.

## Foundation Component

Students must be able to utilize certain skills and knowledge sets in order to complete an MBA program. Foundation courses are requirements which are judged necessary for the successful completion of a course. Students must complete all the foundation courses prior to taking MBA courses unless prior approval from the Director of the MBA Program is obtained. Students can satisfy a foundation course requirement by showing evidence of successful undergraduate coursework, passing the CLEP exam if available, or scoring a "B" or better on a placement test (final) given at Otterbein College. Students must achieve a grade of B or better in their foundation component courses. Any student not achieving this minimum level of expertise may be required to retake the course.

These foundation elements fall in four areas, specifically TECHNOLOGY, MATHEMATICS & STATISTICS, ACCOUNTING, and ECONOMICS.

- **Technology:** Students must be proficient in word-processing, spreadsheets, graphic presentation applications, and the Internet.
- **Mathematics & Statistics:** Students must be proficient in statistics for business applications and the mathematics that drive modeling and decision-making.
- **Accounting:** Students must understand basic accounting principles and applications.
- **Economics:** Students must understand basic principles of micro- and macro-economics.

Proficiency in the four areas will be determined by the MBA Admissions Committee via successful completion of previous coursework or, in the case of the technology element, professional application of tools and skills. You may qualify for admission to the MBA Program even if you do not meet all the requirements of the Foundation Component. Students meeting these minimum requirements may proceed directly to courses offered in the Core Component.

Those students admitted to the program that do not meet the minimum requirements will be asked to take appropriate coursework. Requirements can be fulfilled by taking the following courses at Otterbein College:

- |                            |          |                              |
|----------------------------|----------|------------------------------|
| • Mathematics & Statistics | MATH 230 | Statistics I                 |
| • Accounting               | ACCT 200 | Financial Accounting         |
| • Economics                | ECON 210 | Principles of Microeconomics |
|                            | ECON 220 | Principles of Macroeconomics |



## Core Component

As a generalist degree that is multidisciplinary in approach, the MBA requires core knowledge in a wide scope of areas and subjects. There are essential skills and knowledge sets that cross all areas of business and there are integrative courses that introduce the student to the major functional areas.

Professional managers have internal and external responsibilities to the organization, the community, and the world at large. To this end, core courses also explore the history of the organization and its stakeholders within legal, social, and ethical frameworks.

### Core Courses: 44 Credit Hours Required (11 courses, 4 credit hours each)

- BADM 600 Managing in Organizations
- BADM 605 Managerial Accounting
- BADM 615 Managerial Economics
- BADM 640 Marketing Management
- BADM 645 Financial Management
- BADM 660 Quantitative Methods for Business Decision-Making
- BADM 670 Global Competition and World Economy
- BADM 680 Communications and Negotiations
- BADM 685 Information Technology
- BADM 696 Business Ethics
- BADM 698 21st Century Leadership

## Elective Component

Electives fall into two categories: (1) seminars that introduce the student to advanced concepts in specific functional areas, and; (2) courses that integrate concepts into areas of particular interest to the individual student. The diverse interests graduate students bring to their academic studies and to their workplace can be explored here.

### Elective Courses: 16 Credit Hours Required (4 courses, 4 credit hours each)\*

- BADM 610 Financial Reporting and Analysis
- BADM 620 Human Resource Management and Industrial Relations
- BADM 625 Change Management
- BADM 630 Production and Operations Management
- BADM 635 Management of Services
- BADM 650 Mergers and Acquisitions
- BADM 661 Computer Simulation of Business
- BADM 665 Special Topics in Finance
- BADM 675 Strategic Marketing
- BADM 690 Independent Study
- BADM 691 Creativity and Innovation\*
- BADM 691 Entrepreneurship\*
- BADM 691 Fraud Examination\*
- BADM 691 Issues in Technology Management\*
- BADM 691 Macroeconomics: Theory and Application\*
- BADM 691 Strategic Information Systems\*
- BADM 692 International Business Seminars, e.g. Berlin/Prague; Paris; Chile;

\* Some of the electives are offered on an experimental basis to be evaluated for continuation or expansion based on demand.

## Application Component

The graduate degree should provide a laboratory for the skills and knowledge acquired. This required course forms project teams to work on a strategic issue with a local firm.

### Application Course: 4 Credit Hours Required

BADM 699 Consulting Project Teams: Strategy Formulation and Implementation

# COURSE DESCRIPTIONS

## **BADM 600 - Managing in Organizations**

**4 qtr. hrs.**

Students explore the human factors of managing the business organization and learn to make managerial recommendations based on theory and practice. Through a multidisciplinary study of behavioral science and organizational psychology, management literature and current topics in human resource management and organizational behavior, students explore such topics as individual and group behavior, organizational design, leadership, change strategies, motivation, and business policy ramifications.

## **BADM 605 - Managerial Accounting**

**4 qtr. hrs.**

This course emphasizes measurement and analysis using financial and cost accounting concepts and methods. The focus is on the development and use of relevant information for use by decision makers throughout the organization. Cases from organizations of various size and type will be used to illustrate the relationship between the concepts and the business setting in which they are applied. Topics include cost analysis for decision-making and performance evaluation, strategic cost analysis and management control systems. Prerequisite: Financial Accounting (ACCT 200).

## **BADM 610 - Financial Reporting and Analysis**

**4 qtr. hrs.**

This course applies more advanced concepts and procedures underlying corporate financial statements. Tools for analyzing profitability, liquidity and risk are used in case-based exercises. Topics include accounting concepts, preparation of financial statements, the analysis and interpretation of financial statements for investment, credit and regulatory purposes. The influence of management and accounting information systems and corporate culture is discussed. Attention is focused on contemporary issues in financial reporting and the search for resolution. Prerequisite: Managerial Accounting (BADM 605).

## **BADM 615 - Managerial Economics**

**4 qtr. hrs.**

This course provides an approach to analyzing the firm's immediate economic environment. The course applies the concepts and models of micro-economic theory and measurement techniques, explores the firm's production and cost structures, and studies the nature of industry rivalry. Prerequisites: Micro-Economics (ECON 210) and Macro Economics (ECON 220).

## **BADM 620 - Human Resource Management and Industrial Relations**

**4 qtr. hrs.**

This multidisciplinary course explores human resource issues in both the union and non-union environment in firms operating both in the United States and in foreign countries. Human resource issues focus on how organizations select, train, evaluate, compensate and develop employees. Employment regulations for both the organized and the unorganized firm are addressed. Current theories, research and practice are explored including strategic human resources, human resource development, equity and justice. The course will focus on innovative practices and explore the effectiveness of human resource systems and policies. Prerequisite: Managing in Organizations (BADM 600).

## **BADM 625 - Change Management**

**4 qtr. hrs.**

This course examines the challenges of change for organizations and for the people

who lead them. The current business climate is rife with mergers, acquisitions, reengineering, downsizing, rapid growth, evolving competitive landscapes, and a wide variety of other changes. Those who aspire to successful managerial roles must deal with change, planned and unplanned, both on the individual and the collective levels. Understanding the anatomy of change is critical to effective navigation of these changes. Prerequisite: Managing in Organizations (BADM 600).

**BADM 630 - Production and Operations Management** 4 qtr. hrs.

Operations management explores the systematic direction and control of the processes that transform inputs into finished goods or services. This course focuses on contemporary concepts, analytic methods, and innovative practices for managing firms' production and operations functions. It will include operations strategy as well as daily control of processes and inventory. Prerequisite: Elementary Statistics (MATH 230).

**BADM 635 - Management of Services** 4 qtr. hrs.

This course looks at service management — the study of how marketing and operations come together through technology and people to plan, create and deliver products/services to customers. Course objectives include (1) to approach and design service management from a systems perspective, (2) to recognize and understand the characteristics of service delivery processes, and (3) to learn how to apply the procedures of demand analysis, set standards of performance and measurements, and determine capacity levels. Prerequisite: Managing in Organizations (BADM 600).

**BADM 640 - Marketing Management** 4 qtr. hrs.

This course explores the strategic role of marketing within business firms and non-profit organizations. Topics include industry and competitive analysis, customer analysis and consumer behavior, market segmentation, market research, distribution channel policy, product policy and strategy, pricing policy, advertising, sales force management, brand management, industrial marketing, and services marketing.

**BADM 645 - Financial Management** 4 qtr. hrs.

This course covers topical financial problems confronting the corporation. The objective is to develop an understanding of current financial theory and its implications for problem solving. Issues include investment decisions, financing and capital structure policy, capital markets, international capital budgeting, dividend policy, mergers and acquisitions and risk management. Prerequisites: Financial Accounting (ACCT 200) and Elementary Statistics (MATH 230).

**BADM 650 - Mergers and Acquisitions** 4 qtr. hrs.

This course is aimed at exposing students to the theories, strategies, and techniques used by firms to redesign their competitive position and structure. The strategies, procedures, and financing techniques for the completion of a merger, acquisition, or spin-off, the process of evaluating an acquisition target, and potential defensive strategies used to prevent a takeover are discussed. Prerequisite: Financial Management (BADM 645).

**BADM 660 - Quantitative Methods for Business Decision-Making** 4 qtr. hrs.

This multidisciplinary course combining business, mathematics, and computer science topics, builds on the concepts introduced in the business statistics prerequisite and

introduces the basic concepts of model building and its role in rational decision-making. In this course, the student acquires knowledge of specific modeling techniques and their practical application, such as linear programming and simulation. The student will take an analytic view of decision-making by formalizing trade-offs, specifying constraints, providing for uncertainty and performing sensitivity analysis. Prerequisite: Elementary Statistics (MATH 230).

**BADM 661 - Computer Simulation of Business and Manufacturing Processes** **4 qtr. hrs.**

This course covers advanced simulation of business, manufacturing, and service processes. Topics include input/output analysis, simulation concepts and practice, and development of simulation programs using Arena simulation software. This course requires the creation of a team that would create computer simulation to model business and manufacturing processes, model the statistical distributions that accurately represent the model inputs, analyze the simulation model output to assess its significance, animate the business/manufacturing simulation to visually show workflow and explain simulation concepts to their working peers. Typical simulation examples are manufacturing, restaurant operations, and banking. Prerequisite: Elementary Statistics (MATH 230).

**BADM 665 - Special Topics in Finance** **4 qtr. hrs.**

This course focuses on issues for managers in both domestic and foreign firms. It will explore capital markets and the nature and role of today's international financial markets; debt markets and their financial innovations and instruments including futures, options and other contemporary instruments; valuation; volatility and risk management. Prerequisite: Financial Management (BADM 645). *This course is not repeatable for credit.*

**BADM 670 - Global Competition and the World Economy** **4 qtr. hrs.**

This course explores the international economic environment of business with a focus on the forces of international competition in global markets. The focus is on the managerial implications of internationalization for all managers, whether working in a multinational or a domestic firm. Within the context of managing competitive strategies topics include: international trade theory and analysis of the external economic environment; introduction to foreign exchange and international capital markets; trade blocs and national/supranational regulations and institutions; the political/legal environment of international business and comparative business-government relations in the developed and developing world; technology transfer and intellectual property protection; and country risk analysis. The multidisciplinary approach of this course can bring topics, lectures and speakers from political science, history and foreign languages departments.

**BADM 675 - Strategic Marketing** **4 qtr. hrs**

This advanced marketing seminar explores marketing in the context of firm strategy using advanced concepts in industry and competitive analysis. It focuses on contemporary issues in marketing including brand management, service marketing, new product development and pricing strategies in both domestic and global contexts. It will analyze issues such as strategic intent, core competencies, strategic alliances, value-chain configuration and cross border transactions. Prerequisite: Marketing Management (BADM 640).

**BADM 680 - Communications and Negotiations****4 qtr. hrs**

Effective communication is a central management skill. This multidisciplinary course examines communication theories, techniques, and strategies while giving students experience in the practice of effective communication skills. Topics include communication strategy and analysis, managerial writing and presentation skills and cross-cultural communication. All business is some form of negotiation, so negotiation theory and practice is explored with experiential exercises required utilizing negotiation and communication skills. Topics include interest groups, bargaining and power.

**BADM 685 - Managing Information Systems****4 qtr. hrs**

This course explores information technology issues related to the internal and external environment of the firm. Its focus is on the use of information systems for competitive advantage. Within the firm, it investigates the planning, development and control of management information systems and explores the planning and acquisition of appropriate hardware, software and peripherals. Further, it explores the explosive role of the Internet and growing power and usage of information databases. Topics included are the economics of information, electronic commerce, database marketing, virtual firms and communities, and privacy and network security systems. The course is multidisciplinary and will include topics and input from computer science, library and instructional media, and academic computing.

**BADM 690 - Independent Study****1-4 qtr. hrs**

Special topics that offer in-depth study of some aspects of business. Students may design their own independent study experience within departmental guidelines.

**BADM 691 - Issues in Technology Management\*****4 qtr. hrs**

This course addresses current topics in information technology from a case-based perspective and through experiential exercises. Topical areas include technology issues related to change management, organizational development, leadership and planning. Case write-ups, team projects and class presentations will be required to apply concepts and to demonstrate learned competencies. Prerequisite: Managing Information Systems (BADM 685) or permission of Instructor.

**BADM 691 - Legal Environment of Business\*****4 qtr. hrs**

This course is a broad overview of the legal issues that impact managers and firms in a domestic and international context. The course will address significant laws and the regulatory climate in an historical and contemporary perspective, including the evolving nature of the digital economy.

**BADM 691 - Macroeconomics: Theory and Applications\*****4 qtr. hrs**

This course develops theories to explain how the economy functions in the long and short run and then applies those theories to macroeconomics policy debates. An emphasis is placed throughout the course on how the macro-economy influences the general business environment. Prerequisites: Micro-Economics (ECON 210) and Macro-Economics (ECON 220).

**BADM 691 - Fraud Examination\*****4 qtr. hrs**

This course provides an introduction to the field of forensic accounting, with emphasis on the detection, investigation, and prevention of corporate fraud. In particular, the course will include an examination of: internal management control systems that can be used to deter and/or detect fraud; investigative techniques for confirming fraud; and the design of systems oriented at the prevention of fraud. The course is taught as a combination of lectures, seminar type discussions, and fraud-oriented cases using the case method. The course focus is toward management, rather than accountants and auditors. Prerequisites: Financial Accounting (ACCT 200), Managing in Organizations (BADM 600), Managerial Accounting (BADM 605), Financial Management (BADM 645) or permission of instructor.

**BADM 691 - Creativity and Innovation\*****4 qtr. hrs**

This course introduces students to various theoretical models and interpretations of creativity and innovation in business. The course will explore a variety of issues critical to the creation of an innovation environment. Students will apply the Trends2Innovation conceptual model to the development of a new product/process or service. Specific topics include strategy and innovation; the role of strategic alliances; models of creativity; historical and contemporary ideas of creative destruction; technology and innovation; innovation and the law, including intellectual property rights; innovation and the internet; behavioral and human resource issues in the management of employees in an innovative environment; the customers' role in innovation; financing innovation, including valuation, venture capital and accounting issues; national innovation models and cross-national comparisons of innovative activity; and new structures for innovative firms.

**BADM 692 - International Business Seminar****4 qtr. hrs**

This course offers students an intense weeklong immersion in an international location and experience in conducting international business research. The country/region of study drives the academic focus. The course is comprised of several venues: Pre-study research and briefing lectures, travel outside the USA, lectures by local academics and topic experts; corporate and governmental site visits; and historical and cultural study tours. The course culminates with individual or group independent research papers on topics in international business focused on the region of study, completed after returning from the international seminar.

**BADM 696 - Business Ethics: Public Policy and Social Responsibility 4 qtr. hrs**

This multidisciplinary course explores issues of ethics, public policy and social responsibility at the level of the individual and the organization. It begins with an exploration of the foundation of ethics and morality in comparative religion and philosophy in a domestic and international context. It continues with a history of the modern corporation while exploring the roots of managers' and firms' social and ethical responsibilities. It explores the role of social institutions, such as religions and governments, in influencing individual and organizational ethics and social responsibility. The legal regulation of ethics in contemporary society is explored, including topics such as the federal sentencing guidelines and foreign corrupt practices act. Current issues in business ethics are debated, including tobacco marketing, advertising and children, child and slave labor and corporate justice.

**BADM 698 - 21st Century Leadership**

**4 qtr. hrs**

This multidisciplinary course approaches leadership from a historical and contemporary perspective and analyzes current ideas including leadership styles, types, traits, and personalities. It explores leadership issues through the behavioral and managerial literature. It identifies leadership issues essential for a manager's lifetime. The course will use case studies, simulation and experiential exercises, and guest lectures to explore leadership within organizations.

**BADM 699 - Consulting Project: Strategy Formulation and Implementation**

**4 qtr. hrs**

This course is a capstone course that must be taken in the last two terms of the MBA program. Students are expected to utilize their knowledge and skills obtained in the graduate business program to date in an actual consulting project with either a profit or non-profit organization. The project is developed in a cross-functional team setting under the direction of the professor and the project team coordinator. Classroom time during the quarter's first half is devoted to strategy formulation issues and discussion, while the second half is conducted independently under the direction of the professor. The course results in a professional consulting project document and presentation.

*\*BADM 691 courses are courses offered on experimental basis for a limited time only. Once the course is deemed appropriate for permanent adoption to the MBA curriculum, then a formal proposal for adoption is made.*



# CAMPUS LIFE

## Career Development Center

The Career Development Center supports the College's academic programs by designing, implementing, and managing services, programs and systems that meet the comprehensive career development and employment needs of students and service the hiring needs of employers. The Career Development Center also promotes the inclusion of lifelong career development concepts and skills into the curricular and co-curricular programs of the college.

One of the most important goals of MBA students is the continuation and advancement of their careers. The Career Development Center works closely with students to help them with employment opportunities, self-assessment software, tips on interviewing, and resume advice. MBA students can contact the Career Development Center at 614-823-1456 to make an appointment. MBA students may also contact the MBA Director at 614-823-3261 for an appointment.

## MBA Mentorship Opportunities

Mentoring is a way to provide students with opportunities for enhancing classroom learning by contributing new perspectives on business topics, career paths, and professional experiences. The MBA Mentorship Program allows MBA students to utilize the personal relationship with a business executive as a source of valuable information and also to establish or build on current networks of contacts in their industry or area of interest.

MBA students in turn are asked to reverse role in the Mentorship Program. Graduate students may be paired up with undergraduate students to also act as mentors. Learning how to be a mentor leads to learning how to be a leader. For more information on the Mentorship Opportunities, please contact the MBA Mentorship Coordinator at 614-823-1095.

## MBA Student Organization

The MBA Student Organization was formed to address the needs and goals of the MBA student body by including career development through networking, exploring new business or community opportunities and further enriching the MBA experience. Any MBA student and alumni without regard to race, sex, creed, handicap or national origin is eligible for membership in this organization. We invite all students to consider participation in this organization. For more information on the organization, please visit the MBA website or contact the MBA Program at 614-823-1095.

## Distinguished Executive Lecture Series

The MBA Program hosts a Distinguished Executive Lecture Series. This event is an opportunity for students to discover the career paths of senior executives, their challenges and achievements. The event also exposes students to more-in depth discussion of current business topics. A reception follows each lecture, giving students a chance to meet and talk with the Distinguished Executive. Students will be notified of these events via their Otterbein logins.

## Community Service

The mission of Otterbein College Community Service is to develop partnerships with the local community that engage Otterbein students, faculty and staff in high qual-

ity community service learning experiences and meet the identified needs of these communities.

Community Service Learning emphasizes a greater multicultural understanding, promotes social justice through community development, increases student learning and fosters a lifelong commitment to service. These goals are met by sponsored programs in the topical areas of: AIDS; Senior Citizens; Literacy; Environment; Hunger and Homelessness; Mentoring; Special Needs of Children, Youth and Adults; and Advocacy.

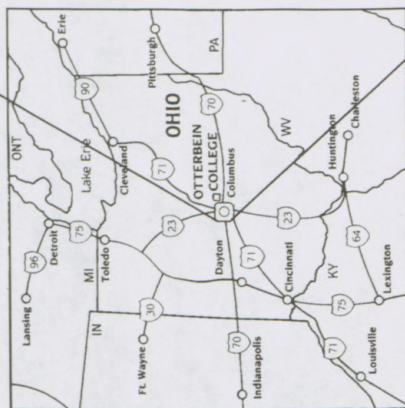
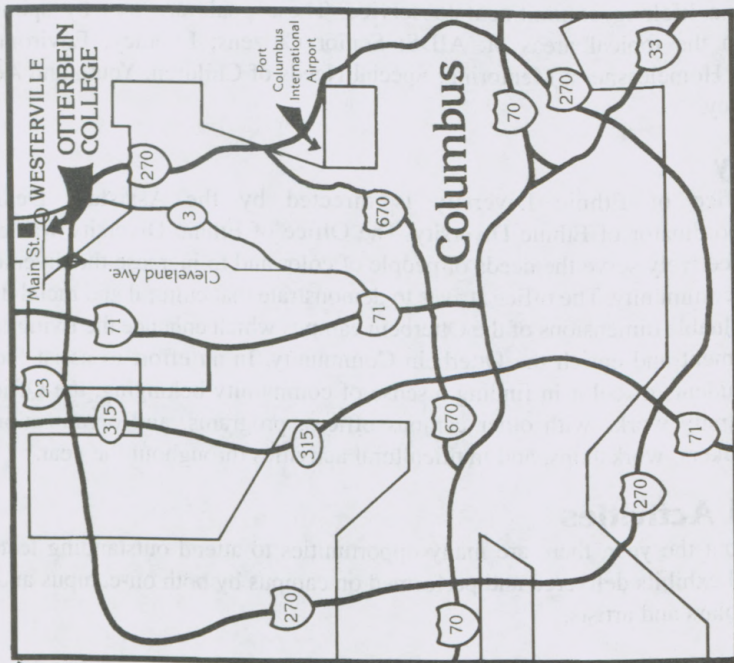
## **Diversity**

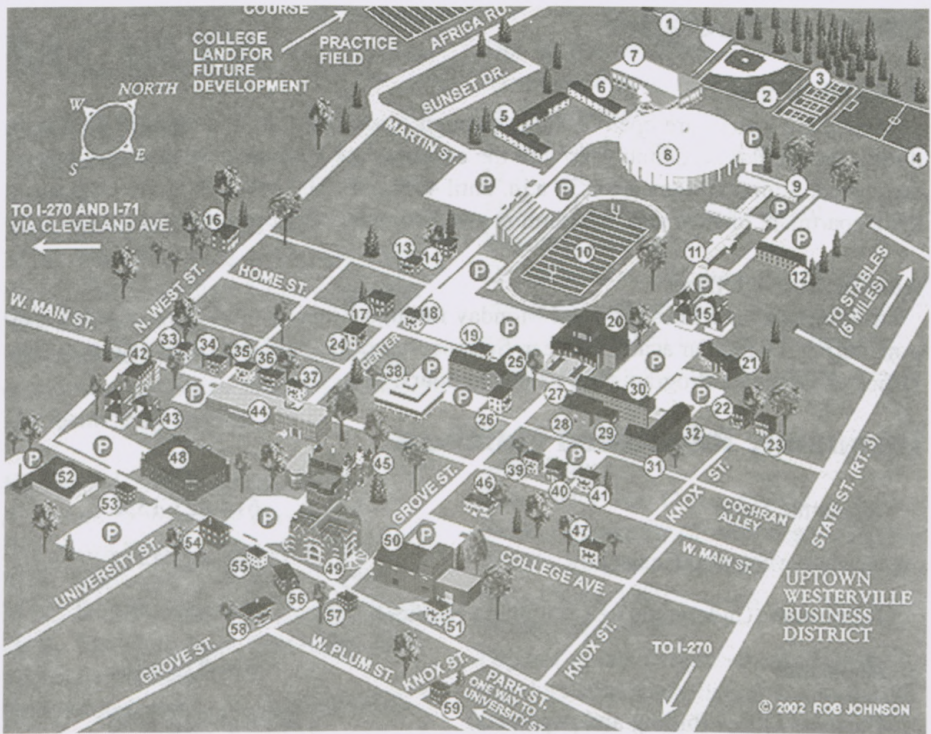
The Office of Ethnic Diversity is directed by the Assistant Dean of Students/Coordinator of Ethnic Diversity. The Office of Ethnic Diversity was established to effectively serve the needs of people of color and to increase the diversity of the campus community. The office strives to demonstrate that cultural and racial differences are valuable dimensions of the Otterbein campus which enhance the living/learning environment and enrich the Otterbein Community. In an effort to assist faculty, staff, and students of color in finding a sense of community belonging, the Office of Ethnic Diversity works with other campus offices, programs, and organizations to sponsor speakers, workshops, and multicultural activities throughout the year.

## **Cultural Activities**

Throughout the year, there are many opportunities to attend outstanding lectures, concerts and exhibits delivered and performed on campus by both on-campus and off-campus scholars and artists.

# Map of the Campus





- |  |   |
|--|---|
| 28 Barlow Business Office  | 40 Mikesell House                         |
| 2 Baseball Field   | 21 Otterbein Health Center                |
| 48 Battelle Fine Arts Center   | 53 Otterbein Women's Club Thrift Shop     |
| 20 Campus Center and The Roost Snackbar<br>(Bookstore, Dining Facility, Security Office) | P Parking                                 |
| 27 Career Development/Chaplain's Office  | 59 Pi Beta Sigma Fraternity               |
| 55 Cellar House (College Relations)  | 58 Pi Kappa Phi Fraternity                |
| 29 Chapel  | 26 Psychology Department                  |
| 30 Clements Hall (Residence Hall)  | 8 Rike Physical Education                 |
| 16 Clements House (President's Residence)  | 49 Roush Hall                             |
| 7 Clements Recreation Center   | 44 Schear-McFadden Science Hall           |
| 46 Clippenger Hall   | 11 Scott Hall (Residence Hall)            |
| (Admission, Financial Aid, International)  | 52 Service Department                     |
| 35 Communication Department  | 19 Sigma Alpha Tau Sorority               |
| 38 Courtright Memorial Library   | 4 Soccer Field                            |
| 50 Cowan Hall  | 1 Softball Field                          |
| 5 Davis Hall (Residence Hall)  | 31 Student Affairs Office                 |
| 6 Davis Hall Annex (Residence Hall)  | 43 Student Apartments (The Commons)       |
| 42 Dunlap-King Hall (Residence Hall)   | 15 Student Apartments (The Commons II)    |
| 12 Engle Hall (Residence Hall)   | 36 Tau Delta Sorority                     |
| 39 Epsilon Kappa Tau Sorority  | 34 Tau Epsilon Mu Sorority                |
| 54 Eta Phi Mu Fraternity   | 3 Tennis Courts                           |
| 9 Garst Hall (Residence Hall)  | 24 Theme Housing (Harmony House)          |
| 32 Hanby Hall (Residence Hall)   | 13 Theme Housing (Health & Fitness)       |
| 37 Hanby House (Ohio Historical Society)   | 23 Theme Housing (Honors House)           |
| 57 Hancock House   | 17 Theme Housing (House of Black Culture) |
| 56 Howard House (Alumni/Church Relations)  | 33 Theme Housing (Outdoor Adventure Club) |
| 41 Kappa Phi Omega Sorority  | 18 Theme Housing (Spiritual Growth)       |
| 51 Lambda Gamma Epsilon Fraternity   | 14 Theme Housing (Theatre Theme House)    |
| 25 Mayne Hall (Residence Hall)   | 22 Theta Nu Sorority                      |
| 10 Memorial Stadium  | 47 Towers Hall                            |
|  | 47 Zeta Phi Fraternity                    |

## Hours of Operation

### Academic Offices

Academic offices are open Monday through Friday from 8:30 a.m. until 5:00 p.m. during the regular academic year with the exception of December when many offices are closed. Summer hours are 8:30 a.m. until 4:00 p.m. The MBA Program Office and the Department of Business, Accounting and Economics are open throughout the year.

### Administrative Offices

Administrative offices are open Monday through Friday from 8:30 a.m. until 5:00 p.m. during the regular academic year. Summer hours are 8:30 a.m. until 4:00 p.m. The Office of Graduate Programs has extended hours.

## Frequently Requested Numbers

Academic Dean	614-823-1556
Academic Support Center	614-823-1413
Admission (Undergraduate Continuing Studies)	614-823-1356
Bookstore	614-823-1364
Business Office (billing and payments)	Tel: 614-823-1150 Fax: 614-823-1512
Career Center	614-823-1456
Chaplain	614-823-1409
Dept. of Business, Accounting and Economics	Tel: 614-823-1310 Fax: 614-823-1014
Financial Aid	614-823-1502
Graduate Programs	Tel: 614-823-3210 Fax: 614-823-3208
Library	614-823-1215
Library Business Liason	614-823-1366
MBA Program	Tel: 614-823-1095 Fax: 614-823-1014
MBA Program Director	614-823-3261
Registrar	Tel: 614-823-1351 Fax: 614-823-1009
Security	614-823-1870
Security after hours	614-823-1222

# FACULTY

## **Gail Arch, 1995-**

*Associate Professor of International Business*

B.A., Wheaton College, 1974

M.A., The Ohio State University, 1980

Ph.D., The Ohio State University, 1991

Research interests:

Multinational business in developing economies, economic integration models and technology transfer.

## **Kyriacos C. Aristotelous, 1993-**

*Associate Professor of Economics*

B.S., Iowa State University, 1986

M.A., University of Delaware, 1988

M.A., The Ohio State University, 1989

Ph.D., The Ohio State University, 1993

Research interests:

International trade, economic development and growth, and applied macroeconomics.

## **Bruce C. Bailey, 1999-**

*Assistant Professor of Marketing*

B.S., University of Connecticut, 1977

M.B.A., University of Michigan, 1979

Ph.D., SUNY at Buffalo, 1999

Research interests:

Marketing of consumer packaged goods, particularly food marketing and the positioning of private label grocery brands.

## **David K. Dennis, CPA 1990-**

*Professor of Accounting*

B.S., B.A., The Ohio State University, 1966

M.B.A., Wright State University, 1969

Ph.D., University of Cincinnati, 1975

Research interests:

Visual representation and analysis of financial data sets, the animation of complex accounting and business procedures, and accounting education.

## **Don E. Eskew, 1993-**

*Associate Professor of Management and Human Resources*

B.S., Indiana University, 1982

M.A., University of Kansas, 1987

Ph.D., The Ohio State University, 1993

Research interests:

Compensation, recruitment, training, organizational behavior in management, and the perceived fairness of human resources policies and procedures.

## **Susan R. Fagan, 1996-**

*MBA Director*

B.A., Seton Hill College, 1968

M.Ed., University of Pittsburgh, 1971

Ed. D., Rutgers - the State University of New Jersey, 1980

Research interests:

Organizational design, strategic staff development, leadership and emotional intelligence.

## **Marsha M. Huber, 1986-**

*Associate Professor of Accounting*

B.A., Ohio University, 1981

M.B.A., Miami University, 1983

Ph.D., The Ohio State University, 2003

Research interests:

Restaurant industry accounting and tax issues.

## **David C. Jones, 1983-**

*Professor of Marketing*

B.A., Heidelberg College, 1962

M.A., The Ohio State University, 1978

Ph.D. The Ohio State University, 1982

## **Shirine L. Mafi, 1986-**

*Associate Professor of Management*

B.B.A., Marshall University, 1977

M.B.A., Marshall University, 1978

Ph.D., The Ohio State University, 2000

Research interests:

Role of human resource development in improving quality in manufacturing and services.

**Allen M. Prindle, 1987-**

*Professor of Economics*

B.S., The University of Wisconsin, 1970

M.S., Purdue University, 1972

Ph.D., Pennsylvania State University,  
1977

Research interests:

Microeconomics, state and local land  
issues.

**Jiten V. Ruparel, 1999-**

*Assistant Professor of Strategy*

B.S. Faraday House, London, UK, 1962

M.S., University of Waterloo, 1977

Ph.D., The Ohio State University, 1998

Research interests:

International business strategy, co-opera-  
tive strategies, strategic alliances, exit  
strategies, and corporate affinity.

**Charles G. Smith, 2000-**

*Professor of Management*

B.A., John Carroll University, 1970

M.A., The University of Cincinnati,  
1983

Ph.D., The Ohio State University, 1989

Research interests:

Dispute resolution, union certification  
election, labor-management cooperation,  
and transformation of business systems.

**Henry C. Smith, III, CMA, 2001-**

*Associate Professor of Accountancy*

B.S., Virginia Military Institute, 1966

M.B.A., Troy State University, 1977

Ph.D., Virginia Commonwealth  
University, 1994

Research interests:

Capital budgeting issues for information  
technology, management control  
systems, managerial/cost accounting  
systems, fraud detection and investiga-  
tion, and financial distress/bankruptcy.

**Stephanie A. M. Smith, 2001-**

*Associate Professor of Finance*

B.S., McNeese State University, 1979

M.B.A., Texas Tech University, 1982

Ph.D., Virginia Commonwealth  
University, 1993

Research interests:

Working capital management, corporate  
governance, bank/financial services  
management, and forensic economics.

**Dennis J. Whalen, 2000-**

*Assistant Professor of Finance*

B.S., University of Scranton, 1982

M.B.A., Syracuse University, 1986

Ph.D., Syracuse University, 2000

Research interests:

Derivative securities, market microstruc-  
ture, earnings announcements, and capi-  
tal structure.







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