

ALL PROPOSED CHANGES ARE TRACKED

MBA Program Policy Statement as of 9/22/1711/15/2018

PART I. PROGRAM HISTORY

A. Statement of purpose and expectation of graduate study in the program.

The MBA program provides a select group of students with a relevant, advanced business management education. Coursework integrates the functional areas of business, while preparing graduates for positions of greater responsibility in corporations, small businesses, consulting firms, government, or non-profit organizations. The core of the program provides students with the tools, analytics and frameworks necessary to drive effective evidence based decision-making. This set of skills, knowledge and competencies allows for the successful management and leadership of organizations operating in an environment of scarce resources, rapid change and global competition.

Upon completion of the core, students may choose to advance their careers through a variety of options. Those pursuing a more focused career strategy may select a major within the MBA by completing 15 credits of coursework in one of five major areas of study: Business Analytics, Entrepreneurship & Innovation Studies, Finance, Healthcare, or Strategic Leadership. Students may instead choose to complete one or more of the following concentrations by choosing 9 hours of prescribed elective course work in: Accounting, Finance, Healthcare, Hotel, Restaurant and Institutional Management, Information Technology, International Business, Marketing, Entrepreneurship Studies, Museum Management, Strategic Leadership and Sports Management. The concentrations allow students to gain some depth while still providing for other elective course choices. Students interested in a broad MBA curriculum need not pursue a major or concentration and may instead select electives from a wide variety of academic areas both within Lerner and across the university.

Small class sizes and intense interaction among students of diverse backgrounds and experiences are hallmarks of the program.

B. Date of Permanent Status (or current status).

The MBA program was established in 1952 and the first MBA degree was awarded in 1955.

C. Degrees offered (include brief description of concentrations, fields, etc.).

MBA (no major or concentration)

A major consists of 15 credits of coursework in a specific field. The majors are designed to help students change their career or enhance their careers within a particular industry or job category.

MBA with a major:

Business Analytics

Entrepreneurship & Innovation Studies

Finance

Healthcare

Strategic Leadership

The concentrations consist of 9 credits of coursework in a specific field. The goal of the concentration is to improve an individual's knowledge in a particular topic.

MBA with a concentration in

- Accounting
- Finance
- Healthcare
- Hotel, Restaurant and Institutional Management
- Information Technology
- International Business
- Marketing
- Entrepreneurship & Innovation Studies
- Museum Leadership
- Strategic Leadership
- Sports Management

MBA with a dual concentration -- this requires completing two MBA concentrations

MBA Dual Degrees

A dual degree within Lerner College typically requires 29 credits in the MBA curriculum. This consists of 27 credits of the required Business Core, two one-credit professional development seminars: BUEC601 & BUEC603. The two programs, which are exceptions to this, are the MBA/MS-Econ where students take 26 MBA credits and MBA/MS-HBM where students take 23 MBA credits.

A dual degree outside Lerner College requires 32 credits in the MBA curriculum. This consists of 27 credits of the required Business Core, one International Business elective and two one credit professional development seminars: BUEC601 & BUEC603. The dual degrees outside Lerner College are the MBA/PhD in Biological Sciences and MBA/MS-Engineering. The dual degrees with Engineering include:

- Materials Science & Engineering (MBA/MMSE)
- Mechanical Engineering (MBA/MS)
- Electrical & Computer Engineering (MBA/MS)
- Civil Engineering (MBA/MAS)
- Chemical Engineering (MBA/MCHE)
- Mechanical Engineering (MBA/MEM)

Students interested in pursuing a dual degree should contact the MBA Program Manager to discuss the specific courses required to complete the degree.

PART II. ADMISSION

A. Admission Requirements (be specific about GRE, GMAT, and TOEFL Scores, G.P.A and others).

Admission to the MBA program is highly selective and is based upon a review of the applicant's work, volunteer and other related experience, prior academic grades, GMAT or GRE scores, essays, and letters of recommendation. An interview may be required at the program's discretion. Applicants are required to provide a copy of their resume, a statement of objectives, a response to an essay question and two letters of recommendation. The entire portfolio submitted by the applicant will determine the admission decision - no single factor alone guarantees admission or disqualifies the applicant.

The GMAT or GRE exam is required as part of the application unless the applicant has received a waiver.

Competitive scores:

- *GMAT: overall score of 550 or above and scores which are greater than 50% in each sub-score*
- *GRE: overall score of 306 or above with a Quantitative score of 155, Verbal score of 151 and Analytical Writing score of 4*

Applicants who have not received official score should list the unofficial score on their application and make sure official scores are reported to UD.

GMAT/GRE Waiver

LSAT and MCAT scores are considered in lieu of the GMAT/GRE. Applicants with terminal degrees (PhD, JD, MD, etc.) are not required to submit GMAT or GRE scores.

Applicants with four or more years of full-time progressive, professional work experience post-undergraduate degree, and an undergraduate GPA of at least 2.8 with at least a grade of 'B' in two non-introductory college level math courses at the statistics and/or calculus level may request to be waived from the GMAT or GRE requirement.

Exceptions are also made through a waiver for UD Lerner graduates with fewer than 4 years of post-undergraduate work experience who have an overall GPA of 3.0 or higher and an overall average of "B" or higher in at least two, 200-level STAT or MATH courses. MISY262 (Fundamentals of Business Analytics) can count as one of the courses and will be included in your average grade calculation.

Applicants should email mbaservices@udel.edu to request a GMAT/GRE waiver 30 days prior to the start of the semester in which admission to the MBA program is desired. For expediency, applicants should send a completed Matriculation Request form and current resume with a GMAT/GRE Waiver request.

International applicants must submit one of the following:

- *Proof of having earned a degree in either the United States or a country where the primary language is English*
- *TOEFL score of 100 or higher; or IELTS score of 7.5 or higher*

B. Prior degree requirements.

Candidates for admission need not have majored in any specific undergraduate field; however, students entering the UD MBA program are assumed to possess basic skills in written and oral communication, mathematics (normally one year at the college level) and computer technology (word processing, spreadsheets,

e-mail, and internet). Students deficient in any of these areas are encouraged to enroll in appropriate credit and non-credit courses.

Applicants with 3-year degrees may be eligible for admission to the MBA program. Applicants with 3-year degrees are encouraged, but not required, to contact the admissions office to have their transcript reviewed prior to completing the application. A favorable review is not a guarantee of admission.

C. Application deadlines.

Admissions decisions are made on a rolling basis throughout the year. To expedite consideration for admission, applications should be submitted by February 1 for full time on-campus applicants seeking financial aid, June 1 for applicants seeking fall on-campus admission, and December 1 for applicants seeking spring on-campus admission. Admission decisions may be made after these dates if space is still available; however, students are strongly encouraged to apply early.

Application deadlines for the On-line MBA program are approximately 3 weeks prior to the start of each online academic semester – see <http://mbaonline.udel.edu> for more details and the specific application deadlines.

D. Special competencies needed (i.e., specific courses or experience).

Only what is listed above in B. Prior degree requirements:

Students entering the UD MBA program are assumed to possess basic skills in written and oral communication, mathematics (normally one year at the college level) and computer technology (word processing, spreadsheets, e-mail, and internet).

E. Admission categories (explain other than regular such as provisional).

Conditional Admission Program (CAP)

The MBA Conditional Admission Program (MBA-CAP) provides acceptance into the MBA program without the need to take the TOEFL exam. Applicants will improve their English while developing other important skills necessary for success in the MBA program. Upon successful completion of the Pre-MBA program at the ELI and meeting the GMAT test requirements, applicants may begin their MBA coursework.

MBA-CAP is a joint program of the University of Delaware's Alfred Lerner College of Business and Economics and the University's [English Language Institute \(ELI\)](#).

Pathways Program

Applicants may take up to three MBA or other business graduate degree courses before officially pursuing an MBA degree. Applicants may try some courses while deciding if a UD graduate business degree is appropriate for them. Or applicants may get a head start on coursework while they study for the GMAT or GRE.

To apply for the Pathways Program, select it on the online graduate application. Pathways students must meet all admission requirements for the MBA program except the GMAT requirement.

Program Limits and Matriculation

Pathways students may take up to 9 credits (three courses) in an academic year before they must request matriculation into the MBA or other graduate business degree program.

F. Other documents required (i.e., letters of recommendation, essays, portfolios, interviews, writing assessments, etc.).

Applicants are required to provide a copy of their resume, a statement of objectives, a response to an essay question and two letters of recommendation. An interview may be required at the program's discretion.

G. Must include University statement: Admission to the graduate program is competitive. Those who meet stated requirements are not guaranteed admission, nor are those who fail to meet all of those requirements necessarily precluded from admission if they offer other appropriate strengths.

This has been added to the new catalog description.

PART III. ACADEMIC (Present all information separately for each degree)

A. Degree Requirements

1) List course requirements according to categories such as core requirements, concentration options, electives, research credits and dissertation credit requirements. List number of credits in each category and include total credits required for degree.

Candidates for the UD MBA degree must complete 44 credit hours, divided into Professional Development Seminars (2 credit hours), Business Core courses (27 hours), and elective courses (15 hours).

Professional Development Seminars (2 Credits):

*BUEC 601: Emotional Intelligence and Critical Thinking (1 credit)
BUEC 603: Communicating, Branding and Career Networking (1 credit)*

Business Core (27 Credits):

*ACCT 800 Financial Reporting and Analysis
BUAD 820 Fundamentals of Analytics
BUAD 831 Operations Management and Management Science*

*BUAD840 Ethical Issues in the Business Environment
BUAD 870 Leadership and Organizational Behavior
BUAD 880 Marketing Management
BUAD 890 Corporate Strategy
ECON 503 Economic Analysis for Business Policy*

FINC 850 Financial Management

Elective Courses (15 credits):

Fifteen credit hours of additional graduate level coursework must be completed either within the Lerner College or across the university in other areas appropriate to the student's academic or professional interests.

Majors and Concentrations

Although not required, it is possible for students to obtain a major within the MBA by completing 15 credits of elective course work in one of the following five areas: Business Analytics, Entrepreneurial Studies, Finance, Healthcare, or Strategic Leadership. Students may instead choose to complete one or more of the following concentrations by choosing 9 hours of prescribed elective course work in: Accounting, Finance, Healthcare, Hotel, Restaurant and Institutional Management, Information Technology, International Business, Marketing, Entrepreneurial Studies, Museum Leadership, Strategic Leadership and Sports Management.

New curriculum for the MBA Majors and Concentrations

All MBA degrees would require completion of the 2 credits of Professional Development Seminars, 27 credits of Business Core and 15 credits of Electives. The specific course requirements for the majors and concentrations in the MBA program are listed below.

Accounting Concentration

ACCT 801: Management Accounting and Control

ACCT 820 Financial Statement Analysis

ACCT 883 International Accounting

Major and Concentration in Business Analytics

Prior to enrolling in the Business Analytics major or concentration students will need to demonstrate knowledge in the expert features and functions in Microsoft Excel including:

- *If Statements*
- *VLOOKUP and HLOOKUP*
- *Sparklines*
- *Pivot Tables and Charts*
- *Macro Operations*

This can be done by completing an online course offered by UDEMY by passing a proficiency exam.

- ***Business Analytics Concentration:***
Complete 9 credits from the major courses listed below including MISY830 Business Intelligence Analytics (for concentration only)
- ***Business Analytics Major:***
ACCT 804 Database Design
MISY 631 Data Mining for Business Analytics
BUAD 621 Decision Analytics and Visualization
BUAD 622 Optimizing and Spreadsheet Modeling

BUAD 625 Business Analytics Capstone

Concentration and Major in Entrepreneurship & Innovation Studies

- **Concentration in Entrepreneurship & Innovation Studies**

ENTR 654 Introduction to Entrepreneurship (required)

~~Choose 1 course from below (Experiential Requirement):~~

~~ENTR 655 Startup Experience~~

~~ENTR 659 Application Development for New Technology~~

Choose 6 credits from any 600-level or higher ENTR-designated courses, including but not limited to the following: ~~1 course from below~~ (Entrepreneurship & Innovation Electives):

ENTR 601 Modeling, Prototyping & Testing

ENTR 602 Industrial Design

~~ENTR 610 Acceptance and Resistance to Innovation~~

ENTR 616 Applied Creativity

ENTR 617 Design Thinking and Innovation

ENTR 620 Social Entrepreneurship

ENTR 650 Business Accelerator

ENTR 651 Special Topics in Entrepreneurship

~~ENTR 653 Entrepreneurial Leadership~~

~~ENTR 655 Startup Experience I~~

~~ENTR 656 Startup Experience II~~

~~ENTR 657 Legal Issues for Entrepreneurs~~

~~ENTR 658 Developing New Technology-Based Products~~

~~ENTR 659 Startup Finance and Raising Capital~~

ENTR 660 High Technology Entrepreneurship

~~ENTR 659 Startup Finance and Raising Capital~~

~~ENTR 657 Legal Issues for Entrepreneurs~~

~~ENTR 661 Corporate Innovation & Intrapreneurship~~

~~ENTR 654 Social Entrepreneurship Practicum~~

ENTR 665 User-Centered Research for Entrepreneurs

- **Major in Entrepreneurship and Innovation Studies**

The Entrepreneurship & Innovation Major consists of 15 credits selected to meet four requirement categories: entrepreneurship foundation, innovation foundation, entrepreneurship & innovation electives and immersive experience.

Entrepreneurship Foundation (3 credits)

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ENTR 654 Introduction to Entrepreneurship (3cr.)

Innovation Foundation - Choose one from: (3 credits)

ENTR 616 Applied Creativity (3cr.)

ENTR 617 Design Thinking and Innovation (3cr.)

Entrepreneurship & Innovation Electives (6 credits)

Choose six credits from any 600-level or higher ENTR courses including, but not limited to the following.*

ENTR 601 Modeling, Prototyping & Testing (3cr.)

ENTR 602 Industrial Design (3cr.)

ENTR 610 Acceptance and Resistance to Innovation (3cr.)

ENTR 620 Social Entrepreneurship (3cr.)

ENTR 651 Special Topics in Entrepreneurship (3cr.)

ENTR 653 Entrepreneurial Leadership (3 cr)

ENTR 656 Startup Experience II (3cr.)

ENTR 657 Legal Issues for Entrepreneurs (3cr.)

ENTR 658 Developing New Technology-Based Products (3cr.)

ENTR 659 Startup Finance & Raising Capital for Entrepreneurs (3cr.)

ENTR 660 High Technology Entrepreneurship (3cr.)

ENTR 661 Corporate Innovation & Intrapreneurship

ENTR 665 User-Centered Research Methods for Entrepreneurship (3cr.)

*NOTE: ENTR616, 617, 650, 654, 655 and 664 may NOT be counted toward the fulfillment of the entrepreneurship & innovation elective requirement unless special permission is granted by the Graduate Program Director.

Immersive Experience (3 credits)

Choose three credits from:

ENTR 650 Bus Accelerator for ENTR Ventures (1 to 3cr.)

ENTR 655 Startup Experience I (3cr.)

ENTR 664 Social Entrepreneurship Practicum

NOTE: The innovation and immersive experience requirements may be fulfilled by other courses with prior approval by the Graduate Program Director.

ENTR 654 Introduction to Entrepreneurship (required)

Choose 1 course from below (Creativity Requirement):

ENTR616 Applied Creativity

ENTR617 Design Thinking and Innovation

BUAD871 Managing for Creativity and Innovation

Choose 1 course from below (Experiential Requirement):

ENTR 655 Startup Experience

ENTR 658 Application Development for New Technology

Choose 2 courses from the list below OR any other 600-level ENTR designated courses

ENTR 601 Modeling, Prototyping & Testing

ENTR 602 Industrial Design

ENTR 620 Social Entrepreneurship

ENTR 650 Business Accelerator

ENTR 651 Special Topics in Entrepreneurship

ENTR 660 High Technology Entrepreneurship

ENTR 657 Legal Issues for Entrepreneurs

ENTR 665 User-Centered Research for Entrepreneurs

ENTR 659 Startup Finance and Raising Capital

BUAD835 Managing New Product Development Projects

Finance Major and Concentration

- **Finance Major**

Three required courses:

ACCT820 Financial Statement Analysis

FINC851 Corporate Financial Analysis

FINC852 Investment Analysis and Portfolio Management

Choose 2 of 3

FINC856 Financial Engineering and Risk Management

FINC861 Financial Modeling and Valuation

FINC862 Fixed Income Securities

- **Three Finance Concentrations**

Corporate Finance Concentration (choose any 3)

FINC851 Corporate Financial Analysis

FINC853 International Financial Management

FINC854 Special Topics in Finance

FINC857 Private Equity and Venture Finance

FINC858 Corporate Governance

FINC861 Financial Modeling and Valuation

Quantitative Finance Concentration (choose any 3)

FINC852 Investment Analysis and Portfolio Management

FINC855 Financial Institutions and Markets

FINC856 Financial Engineering and Risk Management
FINC862 Fixed Income Securities
And any quantitative FINC867 course when offered

General Finance Concentration:
Any 3 FINC courses beyond FINC850 Financial Management

Major and Concentration in Healthcare

- **Concentration in Healthcare**

HLTH 844 Population Health Informatics
HRIM 815 E-Service Management in Healthcare
HRIM 840 Patient Experience and Engagement

- **Major in Healthcare**

HLTH 844 Population Health Informatics
HLTH 813 Leadership and Innovation in Population Health
HLTH 843 Policy and Finance for Healthcare Delivery

HRIM 815 E-Service Management in Healthcare
HRIM 840 Patient Experience and Engagement

- **HRIM Concentration**

HRIM601 - Advanced Hospitality and Tourism Product Management
HRIM602 - Customer Service Management
HRIM687 - Management Systems in the Hospitality Industry

- **International Business Concentration**

Choose three (3) of the following electives. Other courses will be considered with prior approval.

International Business Electives

ACCT 883 International Accounting
BUAD 811 Globalization and Business
BUAD 841 Managing the Global Enterprise
BUAD843 Special Topics in Global Business
BUAD 878 Leading Across Boundaries
BUAD 882 International Marketing Management
ECON 540 International Economics for Managers
FINC 853 International Financial Management
FINC 859 Seminar in Finance (when content is internationally focused)

HESC 620 *International Sports Management and Marketing*
MISY 850 *Security and Control*

Note: International Business students are encouraged, but not required, to participate in the graduate Study Abroad programs here at the University of Delaware. The Study Abroad experiences for graduate students are designed to fit into Part-time student work schedules and are much shorter than the 5-week or semester long experiences our undergraduates have.

- **Marketing Concentration**

BUAD881 Research Methods for Marketing Decisions

and any two graduate marketing courses beyond BUAD880 Marketing Management

Major and Concentration in Strategic Leadership:

- **Strategic Leadership Major**

BUAD 873 Advanced Topics in Leadership and Teams (required)
BUAD 879 Negotiation & Conflict Resolution (required)

Choose 3 electives from:

BUAD 878 Leading Across Boundaries
BUAD 872 Strategic Change & Innovation
BUAD 841 Managing the Global Enterprise
BUAD877 Skills for Change Agents
BUAD875 Strategic Human Resources
BUAD843 Special Topics in Global Business (with permission)
BUAD874 Selected Topics in Management and Leadership

- **Strategic Leadership Concentration**

BUAD 873 Advanced Topics in Leadership and Teams (required)

Choose 2 electives from:

BUAD 879 Negotiation & Conflict Resolution
BUAD 878 Leading Across Boundaries
BUAD 872 Strategic Change & Innovation
BUAD 841 Managing the Global Enterprise
BUAD874 Selected Topics in Management and Leadership
BUAD875 Strategic Human Resources

- **Information Technology Concentration**

ACCT804 Database Design, Networks and Implementation
ACCT806 Systems Analysis, Design and Implementation

Choose one course from:

ACCT805 Current Issues in Management Information Systems
ACCT817 Information Technologies Audit
BUAD884 Special Topics in Marketing
MISY830 Business Intelligence and Analytics
MISY840 Project Management and Costing
MISY850 Security and Control
MISY873 Information Technology and Organizational Effectiveness
MISY or ACCT Independent Study, Internship or related course
(3-6 credits; when focused on IT-related topic)

Classes from the M.S. in information system & technology management program are also acceptable, as well as some graduate level courses from the Department of Computer Science, with prior approval. In addition to the 9 prescribed credits of the concentration, students will choose an additional 6 credits of electives.

- **Sports Management Concentration**

Choose 3 courses from:

UAPP658 Contemporary Issues in Public Administration (when related to Sport Management issues)
SPTM616 Sport Marketing
SPTM620 International Sport Management & Marketing
SPTM634 Sport Business and Finance
SPTM635 Administration of Intercollegiate Athletics
SPTM647 Legal Aspects of Sport Management

In addition to the 9 prescribed credits of the concentration, student will choose an additional 6 credits of electives

- **Museum Leadership Concentration**

MSST600 Introduction to Museums: History and Professional Practice
MSST804 Internship (make arrangements in consultation with your graduate advisor)

Choose two elective from MSST and cross-listed courses. The offerings vary each year but may include:

MSST601 Curatorship and Collections Management
MSST602 Curatorship and Management of Archives and Paper Collections
MSST603 The Digital Museum
MSST605 Historical Properties
MSST606 Issues in American Material Culture
MSST607 Museum Education and Interpretation

MSST610 Exhibitions
MSST629 Historical Preservation Theory and Practice
MSST663 Historical Archeology and the Public

In addition to the 9 prescribed credits of the concentration, you will choose an additional 6 credits of electives.

Students who wish to complete a double concentration may do so by taking an additional course. In this case the program will be 47 credits.

2) Give non-registered requirements in detail; includes residency requirements, qualifying examinations (number and format), portfolios, seminars, English proficiency, language requirements, teaching experience, internships, etc.

- *Not applicable*

3) Give procedure for petitions for variance in degree requirements (e.g., course substitution policies, completion deadlines, etc.).

- *Requests for variances in course substitutions may be made in writing to the Senior Associate Dean for Academic Programs. NOTE—SEE THIS COURSE SUBSTITUTION FORM http://www.udel.edu/gradoffice/forms-new/course_substitution.pdf*

4) Define any grade minimums in courses that are different from University policy.

- *None a student must maintain a B average*

5) Identify any courses, which may not be used towards the degree (i.e., independent study, pre-candidacy study).

- *Not applicable*

6) Identify expectations of facility of expression in English (oral and written) as part of the degree requirement.

- *Not applicable*

B. Committees for exams, thesis, or dissertations

Items 2 to 8 are not applicable to the MBA degree

1. Identify initial procedure for advisor and advisement procedures.

The MBA Program has a professional advisor, with whom the students may consult regarding their program of study.

- 2. Identify each student committee needed and procedures for selecting committee members.**
- 3. Give deadlines for establishing and preparation requirements for comprehensive examinations.**
- 4. Give policies for dates of examinations, grading of committee examinations and retake options.**
- 5. Give guidelines for approving research proposals involving human or animal subject.**
- 6. Define procedures for thesis/dissertation approval in the department (e.g., role of department chair, dean, etc.).**
- 7. Define departmental and student obligations for finding committee members.**
- 8. Define departmental and student obligations and procedures for changes in committee members.**

C. Timetable and definition of satisfactory progress towards the degree

- For these items we follow the university standards found in the graduate catalog at:
http://academiccatalog.udel.edu/Pub_ShowCatalogPage.aspx?CATKEY=KEY_1567&ACYEAR=2015-2016

- 1. Academic load (full & part-time) expectations. Define normal progress. Define departmental review procedures for evaluating normal progress and evaluation of performance.**
- 2. Grade requirements (general and specific). Include any special departmental expectations such as minimum grades in specific courses, limits on special problem courses, etc.**
- 3. Thesis/dissertation progress timetable guidelines.** - *Not applicable for the MBA degree*
Thesis/dissertation defense guidelines. - *Not applicable for the MBA degree*
- 4. Forms required.** - *We use the standard AAD form provided by the graduate office*
- 5. Identify consequence for failure to make satisfactory progress.**

- *We follow the university standards for our MBA program.*

In the on-line MBA program, however, students may be on leave for no more than three consecutive on-line semesters. If a student fails to register for a class after the third semester of their leave of absence they will be terminated. Also, if an MBA student fails to contact us to request a leave of absence they will be put on leave of absence for one semester at which point the student will be contacted to determine their status. If the student doesn't respond program and if they don't register for class the following semester they will be terminated.

- 6. Protocol for grievance procedure if student has been recommended for termination for failure to make satisfactory progress.**

- *We use the standard grievance procedure provided for by the graduate office.*

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