

MBA Program Policy Statement (rev 05/29/2024)

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PART I. PROGRAM HISTORY

A. Statement of Purpose

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 curriculum, students 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 six major areas of study: Business Analytics, Finance, Healthcare Management, Strategic Leadership, Public Relations or Digital and Social Media. Students may instead choose to gain some depth by completing one or more of the following concentrations by choosing 9 hours of prescribed elective course work in: Accounting, Business Analytics, Entrepreneurship and Innovation, Finance, Healthcare Management, Hospitality Business Management, Digital and Social Media, Information Technology, International Business, Marketing Analytics, Public Relations, Strategic Leadership or Sports Management.

Students can also pursue (1) two majors, (2) two concentrations, or (3) a major and a concentration to broaden their skillset. 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 to customize their degree. A minimum of 9 additional credits is required beyond the 27-credit core and 2 credits of professional development.

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

The MBA program is designed with 5 core learning goals in mind. Specifically, upon completion of the program, students should be able to:

1. Use data-driven analytics to make sound, evidence-based decisions;
2. Frame and address problems through the use of integrative, critical and strategic thinking;
3. Build effective oral, written and interpersonal communication skills;
4. Learn to design and use processes for competitive advantage;
5. Demonstrate a commitment to diversity and ethical leadership.

Program goals are assessed following AACSB guidelines. An end of the program assessment consisting of multiple-choice questions is given to all MBA students. The results are reviewed by the MBA committee. If assessment scores fall below a pre-determined threshold, the departments offering the courses are asked to re-evaluate content and delivery method. This data is collected every semester and is ultimately reported to the AACSB.

B. Date of Permanent Status

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

C. Degrees Offered

All programs will be outlined in this section with additional details regarding academic requirements in Part III, Section A (Degree Requirements).

1. MBA Degree

MBA (no major or concentration): An MBA degree requires 38 credits of coursework. This consists of 27 credits of the MBA Business Core and 2 one-credit professional development seminars: BUEC601 & BUEC603. Students must also complete 9 credits of elective coursework at the graduate level. The MBA core courses and professional development seminars are as follows:

MBA Core (3 credits each):

- ACCT 600 – Financial Reporting and Analysis
- BUAD 620 – Fundamentals of Analytics
- BUAD 631 – Operations Management and Management Science
- BUAD 640 – Ethical Issues in Domestic and Global Business Environments
- BUAD 670 – Managing People, Teams and Organizations
- BUAD 680 – Marketing Management
- BUAD 690 – Corporate Strategy
- ECON 603 – Economic Analysis for Business Policy
- FINC 650 – Financial Management

Professional Development Seminars (1 credit each):

- BUEC 601 – Building Emotional Intelligence and Critical Thinking
- BUEC 603 – Communicating, Branding and Career Networking

Students can choose to complete their MBA with a major (15 credits) or a concentration (9 credits) by focusing their elective credits in certain fields.

In addition to the 27 credits of the MBA Business Core and 2 one-credit professional development seminars (shown above), a student can choose to complete a major (15 credits), a concentration (9 credits), or a combination of major(s) and concentration(s) by completing coursework in a specific field. As noted earlier, minimum of 38 credits is required to complete earn the MBA.

MBA with a major: A major consists of 15 credits of elective 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 major options include:

- Business Analytics
- Digital and Social Media
- Finance
- Healthcare Management
- Public Relations
- Strategic Leadership

MBA with a concentration: A concentration consists 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 concentration options include:

- Accounting
- Business Analytics
- Digital and Social Media
- Finance
- Healthcare Management
- Hospitality Business Management
- Information Technology
- International Business
- Marketing Analytics
- Entrepreneurship and Innovation
- Public Relations
- Strategic Leadership
- Sports Management

MBA with a dual concentration: Requires completing two MBA concentrations from those listed above. Any combination of concentrations is acceptable.

MBA with a dual major: Requires completing two MBA majors from those listed above. Any combination of majors is acceptable.

MBA with a major and a concentration: Requires completing an MBA major and an MBA concentration from those listed above. Any combination of major and concentration is acceptable except:

- Business Analytics major/ Business Analytics concentration
- Finance major/ Finance concentration
- Healthcare Management major/ Healthcare Management concentration
- Strategic Leadership major/ Strategic Leadership concentration
- Public Relations major/ Public Relations concentration
- Digital and Social Media major/ Digital and Social Media concentration

In summary, options for the MBA program are as follows:

| <u>MBA Option</u> | <u>Min. required credits</u> |
|--|-------------------------------------|
| No concentration (9 credits of choice electives) | 38 |
| 1 concentration (9 credits within specific area) | 38 |
| 1 major (15 credits within specific area) | 44 |
| 2 concentrations (18 credits of electives- 9 credits for each concentration) | 47 |

| | |
|--|----|
| 1 major, 1 concentration (24 credits of electives - 15 credits for major, 9 credits for concentration) | 53 |
| 2 majors (15 credits for one major, 15 credits for other major) | 59 |

Additional details are provided in the Academic Programs section.

2. MBA Dual Degree

Dual-Degrees with Lerner Programs

A dual degree program within Lerner College typically requires 29 credits in the MBA curriculum. This consists of 27 credits of the required MBA Business Core (shown above) and two one-credit professional development seminars: BUEC601 & BUEC603.

The specific dual-degree programs with Departments within Lerner College of Business & Economics include:

- Accounting (MBA/MS)
- Business Analytics and Information Management (MBA/MS)
- Finance (MBA/MS)
- Hospitality Business Management (MBA/MS)
- International Business (MBA/MS)

The dual degrees with Business Analytics and Information Management, Hospitality Business Management and International Business may require fewer credits as there is overlap with the MBA core courses. Curriculum Specifics can be found in Part III.

Dual-Degrees with non-Lerner Programs

A dual degree program outside Lerner College requires 32 credits in the MBA curriculum. This consists of 27 credits of the required MBA Business Core (shown above), one International Business elective (3 credits), and 2 one-credit professional development seminars: BUEC601 & BUEC603. In addition to the core and professional development seminars noted above, students must choose from one of the following classes.

One International Business Elective (3 Credits)

- BUAD 611 Globalization and Business
- BUAD 641 Managing the Global Enterprise
- BUAD 648 The Future of Globalization: Issues, Agents, Decisions & You
- BUAD 678 Leading Across Boundaries
- BUAD 682 International Marketing Management

Other International Business Electives may be used with permission.

Students must also complete the requirements for their non-Lerner Masters or PhD program.

The specific dual-degree programs with Departments outside Lerner College of Business & Economics include:

- Biological Sciences (PhD/ MBA)
- Chemical Engineering (MBA/ MCHE)
- Civil Engineering (MBA/MAS)
- Civil Engineering (MBA/MCE)
- Computer Science (MBA/MS)
- Doctor of Medicine (in collaboration with Thomas Jefferson University – Jefferson Medical College) (MD/MBA)
- Electrical and Computer Engineering (MBA/MS)
- Materials Science and Engineering (MBA/MMSE)
- Mechanical Engineering (MBA/MSME)
- Strategic Communication (MBA/MA)

3. 4+1 (Undergraduate Degree + MBA)

4+1 (MBA) programs as follows:

4+1 with Lerner Undergraduate Programs

- Hospitality Business Management/ Business Administration 4+1 (BS/MBA)
- Hospitality Industry Management/ Business Administration 4+1 (BS/MBA)

4+1 with Non-Lerner Undergraduate Programs

- Actuarial Sciences 4+1 (BS/MBA)
- Applied Mathematics 4 + 1 (BS/MBA)
- Biomedical Engineering/ Business Administration 4+1 (BE/MBA)
- Chemical Engineering/ Business Administration 4+1 (BChE/MBA)
- Civil Engineering/ Business Administration 4+1 (BCE/MBA)
- Computer Engineering/ Business Administration 4+1 (BCpE/MBA)
- Computer Science BA/ Business Administration 4+1 (BA/MBA)
- Computer Science/ Business Administration 4+1 (BS/ MBA)
- Cybersecurity Engineering/ Business Administration (4+1 (BS/ MBA)
- Electrical Engineering/ Business Administration 4+1 (BEE/MBA)
- Environmental Engineering/ Business Administration 4+1 (BEnE/MBA)
- GIScience and Environmental Data Analytics 4+1 (BS/MBA)
- Information Systems/ Business Administration 4+1 (BS/ MBA)
- Materials Science and Engineering/ Business Administration 4+1 (BS/MBA)
- Mathematics BA/ Business Administration 4+1 (BA/MBA)
- Mathematics BS / Business Administration 4+1 (BS/MBA)
- Mathematics and Data Science BS/ Business Administration 4+1 (BS/MBA)
- Mathematics and Economics/ Business Administration 4+1 (BS/ MBA)
- Music – Music Industry Studies/ Business Administration 4+1 (BA/MBA)

PART II. ADMISSION

A. Admission Requirements

1. MBA Degree

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, 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, unofficial transcripts, a personal 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 optional but may be submitted to strengthen an application. Application fees are waived for candidates who achieve a total score of 600 or greater on the GMAT or 310 or higher on the GRE.

International applicants must provide translation and other supporting documents for unofficial transcripts, and demonstrate English proficiency by doing one of the following:

- Provide proof of having earned a degree in either the United States or a country where the primary language is English
- Submit TOEFL score of 100 or higher; or IELTS score of 7.5 or higher
- Apply through the Conditional Admission Program (CAP)

2. MBA Dual-Degree

Admission requirements for the MBA dual-degree program are identical to the MBA program requirements. The only exception is the MBA/MS Finance degree as MS in Finance requires GMAT or GRE as part of the application process.

3. 4+1 (Undergraduate Degree + MBA)

Admission requirements to the 4+1 degree programs are identical to the MBA program requirements. International applicants do not have to provide information noted in Section 1 above as these students are already undergraduate students at the University of Delaware. Students apply into the 4+1 programs during their junior year and are granted "provisional admission" until they graduate. They can begin taking graduate business courses in their senior year.

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 (typically 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 may request a review for determination as to equivalency by the MBA Admissions office only after submitting a complete application. A favorable review is not a guarantee of admission.

C. Application Deadlines

Admissions decisions for the on-campus MBA program are made on a rolling basis throughout the year. To expedite consideration for admission, on-campus MBA applications should be submitted by:

- Fall semester: June 1 (International applicants), August 15 (Domestic applicants)
- Summer session: May 15 (Domestic applicants) (International applicants generally not admitted for this term)
- Spring semester: November 15 (International applicants), January 15 (Domestic applicants)

Admission decisions for the online MBA program are made five times throughout the year with applications due approximately 3 weeks prior to the start of online semester.

Application deadlines vary for the 4+1 programs, but students apply during the junior year of their undergraduate degree.

See <https://lerner.udel.edu/programs/mba-programs/admissions/> for more details and specific application deadlines including financial aid opportunities.

D. Special Competencies Needed (i.e., specific courses or experience)

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

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 Graduate Business-Track program at the ELI and, 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 \(ELI\)](#).

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. 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.

PART III. ACADEMIC

A. MBA Degree Requirements

Candidates for the UD MBA degree must complete 38 credit hours, which include Business Core courses (27 credits), Professional Development Seminars (2 credits), and elective courses (15 credits). Nine credits of graduate-level elective courses must be completed either within the Lerner College of Business & Economics or across the university in other areas appropriate to the student's academic or professional interests. Elective courses can be used to complete a major or minor (or a combination).

As noted above, the required courses include:

Professional Development Seminars (1 credit each - 2 credits total):

| | |
|----------|---|
| BUEC 601 | Building Emotional Intelligence and Critical Thinking |
| BUEC 603 | Communicating, Branding and Career Networking |

Business Core (3 credits each – 27 credits total):

| | |
|----------|---|
| ACCT 600 | Financial Reporting and Analysis |
| BUAD 620 | Fundamentals of Analytics |
| BUAD 631 | Operations Management and Management Science |
| BUAD 640 | Ethical Issues in Domestic and Global Business Environments |
| BUAD 670 | Managing People, Teams and Organizations |
| BUAD 680 | Marketing Management |
| BUAD 690 | Corporate Strategy |
| ECON 603 | Economic Analysis for Business Policy |
| FINC 650 | Financial Management |

1. MBA Majors and Concentrations – Academic Requirements

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 four areas: Business Analytics, Finance, Healthcare Management, 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, Business Analytics, Digital and Social Media, Finance, Healthcare Management, Hospitality Business Management, Information Technology, International Business, Marketing Analytics, Entrepreneurship and Innovation, Public Relations, Strategic Leadership and Sports Management. A student electing one 9-credit concentration will earn the MBA degree in 38 credits.

The MBA degree is granted after you complete all requirements with a grade point average of at least 3.0 in courses to be applied toward the MBA degree. The work toward the MBA degree may be pursued part-time over a longer period.

The specific course requirements for the majors and concentrations in the MBA program are listed below.

Accounting Concentration (9 credits)

| | |
|----------|--|
| ACCT 625 | Financial Statement Analysis |
| ACCT 683 | International Accounting |
| One of: | ACCT 604 (Database Design and Implementation) or ACCT620 (Theory of External Reporting and Applications) |

Major and Concentration in Business Analytics

Business Analytics Major

Complete 15 credits from the courses listed below:

| | |
|-------------------|--------------------------------------|
| MISY 604/ACCT 604 | Database Design and Implementation |
| MISY 641 | Data Mining for Business Analytics |
| BUAD 621 | Decision Analytics and Visualization |
| BUAD 622 | Optimizing and Spreadsheet Modeling |
| BUAD 625 | Business Analytics Capstone |
| MISY 648 | Business Intelligence and Analytics |
| MISY 675 | Dashboard Design & Storytelling |

Business Analytics Concentration (9 credits)

Complete 9 credits from the courses offered in the Business Analytics Major.

Other graduate level analytics courses may be substituted with prior approval.

Entrepreneurship and Innovation Concentration

| | |
|----------|---|
| ENTR 654 | Introduction to Entrepreneurship (required) |
|----------|---|

Choose 2 courses from:

| | |
|----------|---|
| ENTR 601 | Modeling, Prototyping & Testing |
| ENTR 602 | Industrial Design |
| CHEG 610 | Acceptance and Resistance to Innovation |
| ENTR 616 | Applied Creativity |
| ENTR 617 | Design Thinking and Innovation |
| ENTR 620 | Social Entrepreneurship |
| ENTR 650 | Business Accelerator for ENTR Ventures |
| 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 for Entrepreneurs |
| ENTR 660 | High Technology Entrepreneurship |
| ENTR 661 | Corporate Innovation & Intrapreneurship |
| ENTR 664 | Social Entrepreneurship Practicum |
| ENTR 665 | User-Centered Research for Entrepreneurs |

Major and Concentration in Digital and Social Media

Digital and Social Media Major

One required course:

| | |
|---------|---------------------------------------|
| COMM702 | Principles of Strategic Communication |
|---------|---------------------------------------|

Choose 4 of the following:

| | |
|---------|------------------------|
| COMM732 | Social Media Campaigns |
| COMM719 | Reputation Management |

| | |
|---------|--|
| COMM731 | Integrated Marketing |
| COMM733 | Writing for Digital Media |
| COMM734 | Digital Media Content Strategy |
| COMM735 | Social Media Management |
| COMM736 | User Data Analytics |
| COMM739 | Topics in Digital Media |
| COMM756 | Advanced Strategic Communication Writing |

Courses taken to satisfy the Digital and Social Media major can't also be used to satisfy requirements for the Public Relations major or concentration.

Digital and Social Media Concentration

One required course:

| | |
|---------|---------------------------------------|
| COMM702 | Principles of Strategic Communication |
|---------|---------------------------------------|

Choose 2 courses from those required for the major. Courses taken to satisfy the Digital and Social Media concentration can't also be used to satisfy requirements for the Public Relations major or concentration.

Major and Concentration in Finance

Finance Major

Three required courses:

| | |
|----------|--|
| ACCT 625 | Financial Statement Analysis |
| FINC 651 | Corporate Financial Analysis |
| FINC 652 | Investment Analysis and Portfolio Management |

Choose 2 of 3:

| | |
|----------|---|
| FINC 616 | Derivative Securities & Risk Management |
| FINC 619 | Financial Modeling and Valuation |
| FINC 662 | Fixed Income Securities |

Three Finance Concentrations

(this will appear as "Finance Concentration" on the transcript regardless of option)

Corporate Finance Concentration (choose any 3)

| | |
|----------|----------------------------------|
| FINC 651 | Corporate Financial Analysis |
| FINC 615 | International Finance |
| FINC 658 | Corporate Governance |
| FINC 619 | Financial Modeling and Valuation |

Quantitative Finance Concentration (choose any 3)

| | |
|----------|--|
| FINC 652 | Investment Analysis and Portfolio Management |
| FINC 612 | Capital Markets and Financial Institutions |
| FINC 616 | Derivative Securities and Risk Management |
| FINC 662 | Fixed Income Securities |

And any quantitative FINC course when offered

General Finance Concentration

Any 3 FINC courses beyond FINC 650 Financial Management

Major and Concentration in Healthcare Management

Healthcare Management Major

| | |
|----------|--|
| HLTH 844 | Population Health Informatics |
| HLTH 813 | Leadership and Innovation in Population Health |
| HLTH 843 | Policy and Finance for Healthcare Delivery |
| HOSP 615 | E-Service Management in Healthcare |
| HOSP 640 | Patient Experience and Engagement |

Healthcare Management Concentration

| | |
|----------|------------------------------------|
| HLTH 844 | Population Health Informatics |
| HOSP 615 | E-Service Management in Healthcare |
| HOSP 640 | Patient Experience and Engagement |

Hospitality Business Management Concentration

| | |
|----------|-----------------------------------|
| HOSP 601 | Hospitality Industry Foundations |
| HOSP 602 | Customer Experience Management |
| HOSP 687 | Revenue Management in Hospitality |

International Business Concentration

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

| | |
|----------|--|
| ACCT 683 | International Accounting |
| BUAD 611 | Globalization and Business |
| BUAD 641 | Managing the Global Enterprise |
| BUAD 643 | Special Topics in Global Business |
| BUAD 648 | The Future of Globalization: Issues, Agents, Decisions and You |
| BUAD 678 | Leading Across Boundaries |
| BUAD 682 | International Marketing Management |
| FINC 615 | International Finance |
| FINC 653 | Seminar in Finance (when content is internationally focused) |
| SPTM 620 | International Sports Management and Marketing |
| MISY 650 | 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.

Information Technology Concentration

MISY 604/ACCT 604 Database Design, Networks and Implementation
MISY 606/ACCT 606 Object Oriented Systems Analysis, Design and Implementation

Choose one course from:

| | |
|-------------------|--|
| MISY 605/ACCT 605 | Current Issues in Emerging Technologies |
| MISY 615 | Enterprise Architecture and Business Strategy |
| BUAD 684 | Special Topics in Marketing (when the topics relate to IT) |
| ACCT 817 | Information Technologies Audit |
| MISY 640 | Project Management and Costing |
| MISY 648 | Business Intelligence and Analytics |

MISY 650 Security and Control
MISY 627 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 Business Analytics and Information Management Program are also acceptable, as well as some graduate level courses from the Department of Computer Science, with prior approval.

Marketing Analytics Concentration

BUAD 681 Research Methods for Marketing Decisions
BUAD 691 Consumer Analytics
BUAD 693 Digital Marketing Analytics

Major and Concentration in Public Relations

Public Relations Major

One required course:

COMM702 Principles of Strategic Communication

Choose 4 of the following:

COMM721 Public Relations Campaigns
COMM727 PR Management
COMM728 Strategic Communication and Persuasion
COMM719 Reputation Management
COMM722 Crisis Communication
COMM724 Public Relations Writing
COMM725 Branding
COMM729 Topics in Public Relations
COMM756 Advanced Strategic Communication Writing
COMM723 Strategic Communication Campaigns

Courses taken to satisfy the Public Relations major can't also be used to satisfy requirements for the Digital and Social Media major or concentration.

Public Relations Concentration

One required course:

COMM702 Principles of Strategic Communication

Choose 2 courses from those required for the major.

Courses taken to satisfy the Public Relations concentration can't also be used to satisfy requirements for the Digital and Social Media major or concentration.

Major and Concentration in Strategic Leadership

Strategic Leadership Major

BUAD 672 Strategic Leadership and Change (required)
BUAD 673 Advanced Topics in Leadership and Teams (required)

Choose 3 courses from:

- BUAD 641 Managing the Global Enterprise or BUAD 678 Leading Across Boundaries (only one can be used)
- BUAD 677 Skills for Change Agents
- BUAD 674 Selected Topics in Management and Leadership (may be taken more than once)
- BUAD 679 Negotiation & Conflict Resolution
- MISY 640 Project Management

Strategic Leadership Concentration

Choose 1:

- BUAD672 Strategic Leadership and Change or
- BUAD 673 Advanced Topics in Leadership and Teams

Choose 2 from:

- BUAD672 Strategic Leadership and Change (if not taken above)
- BUAD673 Advanced Topics in Leadership and Teams (if not taken above)
- BUAD674 Selected Topics in Management (can be taken more than once)
- BUAD679 Negotiation and Conflict Resolution
- BUAD641* Managing the Global Enterprise
- BUAD678* Leading Across Boundaries

* can take one, not both

Sport Management Concentration

Choose 3 courses from:

- SPTM 616 Sport Marketing
- SPTM 620 International Sport Management & Marketing
- SPTM 634 Sport Business and Finance
- SPTM 635 Administration of Intercollegiate Athletics
- SPTM 647 Legal Aspects of Sport Management

Any student can choose to complete one concentration (9 credits) and no major (38 credits).

Students aspiring to complete the MBA with a double concentration require 47* credits (27 credits of core and 2 credits of professional seminars + 9 credits for the 1st concentration + 9 credits for the 2nd concentration).

| | |
|---|---|
| <p>Students aspiring to complete the MBA with a major and a concentration require 53* credits (27 credits of core and 2 credits of professional seminars + 15 credits for the major + 9 credits for the</p> | <p>Acceptable Concentrations to Combine with Major</p> |
|---|---|

| | |
|--|--|
| concentration). Major and concentration cannot be in the same functional area. Major | |
| Business Administration (General MBA) | Accounting, Business Analytics, Digital & Social Media, Entrepreneurship & Innovation, Finance, Healthcare Management, Hospitality Business Management, Information Technology, International Business, Marketing Analytics, Public Relations, Sport Management, Strategic Leadership |
| Business Analytics | Accounting, Digital & Social Media, Entrepreneurship & Innovation, Finance, Healthcare Management, Hospitality Business Management, Information Technology, International Business, Marketing Analytics, Public Relations, Sport Management, Strategic Leadership |
| Digital & Social Media | Accounting, Business Analytics, Entrepreneurship & Innovation, Finance, Healthcare Management, Hospitality Business Management, Information Technology, International Business, Marketing Analytics, Public Relations, Sport Management, Strategic Leadership |
| Finance | Accounting, Business Analytics, Digital & Social Media, Entrepreneurship & Innovation, Healthcare Management, Hospitality Business Management, Information Technology, International Business, Marketing Analytics, Public Relations, Sport Management, Strategic Leadership |
| Healthcare Management | Accounting, Business Analytics, Digital & Social Media, Entrepreneurship & Innovation, Finance, Healthcare Management, Hospitality Business Management, Information Technology, International Business, Marketing Analytics, Public Relations, Sport Management, Strategic Leadership |
| Public Relations | Accounting, Business Analytics, Digital & Social Media, Entrepreneurship & Innovation, Finance, Healthcare Management, Hospitality Business Management, Information Technology, International Business, Marketing Analytics, Sport Management, Strategic Leadership |
| Strategic Leadership | Accounting, Business Analytics, Digital & Social Media, Entrepreneurship & Innovation, Finance, Healthcare Management, Hospitality Business Management, Information Technology, International Business, Marketing Analytics, Public Relations, Sport Management |

The following major/concentration combinations are not permissible due to the overlap of major/concentration required coursework:

- Business analytics major and business analytics concentration
- Strategic leadership major and strategic leadership concentration
- Healthcare management and healthcare management concentration
- Finance major and finance concentration
- Public relations major and public relations concentration
- Digital and social media major and digital and social media concentration

Students aspiring to complete the MBA with a double major require 15 additional credits. In this case, the program will be 59* credits (27 credits of core and 2 credits of professional seminars + 15 credits for the 1st major + 15 Credits for the 2nd major). Students can double major with the following combinations:

| Major | Acceptable Double Major Combinations |
|------------------------|---|
| Business Analytics | Finance, Healthcare Management, Strategic Leadership, Digital & Social Media, Public Relations |
| Digital & Social Media | Finance, Business Analytics, Healthcare Management, Public Relations, Strategic Leadership |
| Finance | Business Analytics, Healthcare Management, Strategic Leadership, Digital & Social Media, Public Relations |
| Healthcare Management | Finance, Business Analytics, Strategic Leadership, Digital & Social Media, Public Relations |
| Public Relations | Business Analytics, Digital & Social Media, Finance, Healthcare Management, Strategic Leadership |
| Strategic Leadership | Finance, Healthcare Management, Business Analytics, Digital & Social Media, Public Relations |

*the actual credit count may vary depending on course waivers and course transfers

2. Dual-Degree – Academic Requirements

Dual Degrees within the Lerner College

- **MBA/MS-BAIM Dual Degree**

If students take BUAD620 (Fundamentals of Analytics) and/or BUAD670 (Managing People, Teams and Organizations) as part of the MS-BAIM program, these courses will be eliminated from the MBA core resulting in a total dual-degree credit requirement of either 56 credits (if one of the courses is completed) or 53 credits (if both courses are completed). If neither MBA course is taken as part of the MS-BAIM program, the credit count will be 59 credits for the dual degree.

- **MBA/MS-International Business Dual Degree**

If students complete BUAD640 (Ethical Issues in Domestic and Global Business Environments) as part of their MS in international business, it will be eliminated from the MBA core reducing the credit count to 56 credits for the dual degree. If course is not completed as part of the MS degree, the dual degree will be 59 credits.

- **MBA/MS-Hospitality Business Management Dual Degree**

This dual degree program will be 50 credits. Specifically, HOSP603 (Strategic Hospitality Management in the MS HBM) substitutes for BUAD690 (Corporate Strategy in the MBA) and BUAD670 is included in the MS in HBM program. The complete program and course requirements are shown below:

MBA Courses (23 credits total)

Core Content (3 credits each):

ACCT 600 – Financial Reporting and Analysis
BUAD 620 – Fundamentals of Analytics
ECON 603 – Economic Analysis for Business Policy
BUAD 680 – Marketing Management
BUAD 640 – Ethical Issues in Domestic and International Business Environments
FINC 650 – Financial Management
BUAD 631 – Operations Management and Management Science

Professional Development Seminars (1 credit each):

BUEC 601 – Building Emotional Intelligence and Critical Thinking
BUEC 603 – Communicating, Branding and Career Networking

M.S. Hospitality Business Management Courses (27 credits total (3 credits each))

BUAD 670 - Managing People, Teams, and Organizations
BUAD 679 – Negotiation and Conflict Resolution
HOSP 601 - Hospitality Industry Foundations
HOSP 602 - Customer Experience Management
HOSP 603 - Strategic Hospitality Management
HOSP 604 - Hospitality Financial Management
HOSP 644 - Advanced Lodging Practicum
HOSP 645 - Advanced Restaurant Management
HOSP 687 - Revenue Management in Hospitality

Dual Degrees outside of the Lerner College

A dual degree outside Lerner College requires 32 credits in the MBA curriculum. This consists of 27 credits of the required Business Core (shown above), one International Business elective and the two one credit professional development seminars: BUEC601 & BUEC603. Students must also complete the requirements for their MA, MS, or PhD program as applicable. The dual degrees outside Lerner are degrees listed in Section C above.

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

3. 4+1 (Undergraduate Degree + MBA) – Academic Requirements

In the 4+1-degree program, you may waive up to four (12 credits) of the core MBA courses. For a course to be waived, you must earn a grade of B or better in two or sometimes three undergraduate courses in that subject area, at least one of which must be at the intermediate level. After the four course waivers, 26 credits (can be completed during a one-year period with proper planning).

Students in undergraduate programs who have been granted “provisional admission” through the 4+1 pathway may begin taking graduate business courses in their senior year if they have permission from their advisor. Students who have taken at least four graduate-level courses in their senior year and waived at

least one graduate-level course based on their undergraduate coursework may be able to complete the MBA within one year.

Graduate courses used toward obtaining the MBA degree cannot be counted as credits earned toward obtaining the undergraduate engineering degree.

1) 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

2) 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

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

A student must maintain an overall B average (3.00 GPA) to graduate with the MBA degree.

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

Not applicable

5) 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.

Items 2 to 8 are not applicable for MBA students.

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:

https://catalog.udel.edu/preview_program.php?catoid=64&pooid=50023&returnto=16649

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, 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.