

Business Administration

Dr. Kenneth D. Bahn, Director

For information and application, call (540) 568-3253

<http://www.jmu.edu/mba>

Programs and faculty members from the *College of Business* support the Master of Business Administration program.

Accounting Program

Professors

Baril, Bishop, A. Gabbin, Roof, Street

Associate Professors

Fordham, D. Riordan, M. Riordan

Assistant Professors

Bealing, Bryant, Nichols, Sullivan

Economics Program

Professors

Ahmed, Carrier, Fields, Horn, Wood

Associate Professors

Kreutzer, Milliman, Doyle

Finance and Business Law Program

Professors

Albert, Damanpour, Francfort, Hamilton, Hobson, S. B. Marshall

Associate Professor

Usry

Computer Information Systems/Operations Management Program

Professor

Forcht

Associate Professors

Brookshire, Kannan, Markham, Palocsay

Assistant Professors

Busing, Wang

Management Program

Professors

DuBose, Gallagher, Pringle

Associate Professor

White

Assistant Professor

Bowes-Sperry, Bierly

Marketing Program

Professors

Reid, Teer, Williamson

Associate Professor

Bahn

The accounting, CIS/OM, economics, finance and business law, international business, management, and marketing programs in the College of Business support the *Master of Business Administration* degree program. The College of Business also offers other graduate courses designed to supplement and broaden knowledge in business and economics for master's degree candidates in other fields.

The *Master of Business Administration* program is offered both in Harrisonburg on the JMU campus and in Charlottesville. In addition, the new Information Security concentration is offered online. Admissions criteria and degree requirements for this program are the same for full and part-time students in both locations. Full-time students may expect to complete a degree in 15 to 18 months. Part-time students can expect to finish in 3 to 3 _ years.

The GMAT is required of all applicants. This instrument measures aptitudes important to the study of business and must be taken prior to admission.

Applicants must complete the essay form included with the application materials. Applicants are strongly encouraged to have at least two years of post-baccalaureate work experience prior to pursuing a degree and must submit a resume supported by two letters of recommendation elaborating on their work experience.

Master of Business Administration

JMU's *Master of Business Administration* program has been designed to provide students with the knowledge and skills necessary to succeed in today's rapidly changing business environment. The curriculum emphasizes teamwork, critical analysis, managerial decision making and leadership skills.

The program is primarily intended for working professionals holding full-time positions in the Shenandoah Valley and central Piedmont region of Virginia. All classes are offered in the evenings at both the Harrisonburg and Charlottesville locations.

The *Master of Business Administration* program is fully accredited by the American Assembly of Collegiate Schools of Business.

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While applications are accepted all year, students may begin the program during the fall (Harrisonburg) or spring semester (Charlottesville). To remain on schedule, it is recommended that students take four courses per calendar year. Classes meet one evening per week during fall and spring semesters and two evenings per week during each six-week summer session.

The university encourages applicants with degrees in all major fields of study from accredited institutions. No specific undergraduate courses are required; however, students with nonbusiness baccalaureates are required to complete the following 500 level foundation courses in the functional areas of business.

Non-business Baccalaureate Prerequisites	Credit Hours
MBA 501. Management & Organizational Behavior	3
MBA 502. Statistics & Management Science	3
MBA 503. Financial Accounting	3
MBA 504. Managerial Finance	3
MBA 505. Foundations of Economics	3
MBA 506. Legal Environment of Business	3

Each of the six prerequisites is offered online in a self-paced, 7-week remote learning format. All are offered three times per year. Prerequisites must be completed prior to beginning 600-level courses.

The core M.B.A. program consists of 12 courses (36 credit hours) of advanced work at the graduate level. All candidates for the *Master of Business Administration* degree are required to take a common core of ten courses and two additional courses selected from electives in each of the functional areas.

For those admitted conditionally because of required prerequisites, the *Master of Business Administration* program has determined that the following time limits will apply for completing the required prerequisite courses:

The summer terms will be considered when determining this time limit. If you have questions please contact the *Master of Business Administration* program directly. All 600 level course work must be completed within six years of admission. Returning students are strongly encouraged to register for courses for the next semester during the preregistration period. Courses with low enrollments may be canceled.

Students must notify the M.B.A. program office upon completion of each prerequisite course and have official transcripts submitted to the Graduate School office directly from the institution where the course was completed. Conditional status must be removed by the date stated in the acceptance letter.

Students are required to begin with four sequenced courses: MBA 600, Organizational Behavior, MBA 610, Analytic Tools for Managerial Decisions, MBA 620, Accounting for Decision Making & Control and MBA 630, Financial Management. After completion of these four courses, a Level One Assessment is administered. Once students pass this assessment, they may continue with the remaining coursework.

Minimum Requirements	Credit Hours
MBA 600. Organizational Behavior	3
MBA 610. Analytic Tools for Managerial Decisions	3

MBA 620. Accounting for Decision Making & Control	3
MBA 630. Financial Management	3
MBA 640. Managerial Information Systems	3
MBA 641. The Microeconomics of Business Decision Making	3
MBA 642. Operations Management	3
MBA 643. Advanced Topics & Cases in Financial Management	3
MBA 644. Foundations of Marketing Management	3
MBA 690. Strategic Management	3
Electives (two courses)	6
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Students with an undergraduate major in accounting or who have a CPA or CMA certification should take a graduate-level accounting elective instead of MBA 610. Strategic Management, MBA 690, is considered the capstone course in the M.B.A program and replaces the comprehensive examination requirement. A grade of 'B' or better is the equivalent of passing the comprehensive exam. Because MBA 690 replaces the exam, it must be the last course taken

Information Security Concentration

Fundamental business practices are changing rapidly because of new information technologies. The future of business depends upon the security and integrity of these technologies. The *Master of Business Administration* program in conjunction with the Department of Computer Sciences offers a *Master of Business Administration* with a concentration in information security.

This program is designed to create a new decision-maker who understands the business implications of information security.

The information security concentration is offered in an online remote learning format. Each course meets once at the start and then continues online. Assignments, faculty interaction, group discussions and examinations are completely web-delivered.

The *Master of Business Administration* with a concentration in information security courses and credit-hour requirements are listed below. Enrollment in 600-level courses offered by the College of Business is restricted to fully admitted graduate students.

Minimum Requirements	Credit Hours
MBA 600. Organizational Behavior	3
MBA 610. Analytic Tools for Managerial Decisions	3
MBA 620. Managerial/Financial Accounting	3
MBA 630. Financial Management	3
MBA 640. Managerial Information Systems	
MBA 641. The Microeconomics of Business Decision-Making	3
MBA 642. Operations Management	3
MBA 643. Advanced Topics	3
MBA 644. Marketing Management	3
CS 600. Introduction to Infosec	3
CS 601. Security of Computer Systems I	3
CS 602. Security of Computer Systems II	3
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Health Services Administration Concentration

The *Master of Business Administration* program in conjunction with the Department of Health Sciences offers a *Master of Business Administration* with a concentration in health administration. This program has evening classes to permit professionals currently working in the health field to further their education.

Applicants to this program should have experience in the health industry. An internship is required for those applicants who do not meet this experience requirement.

The *Master of Business Administration* with a concentration in health administration courses and credit-hour requirements are listed below. Enrollment in 600-level courses offered by the College of Business is restricted to fully admitted graduate students.

Minimum Requirements	Credit Hours
MBA 600. Organizational Behavior	3
MBA 610. Analytic Tools for Managerial Decisions	3
MBA 620. Accounting for Decision Making & Control	3
MBA 630. Financial Management	3
MBA 640. Managerial Information Systems	3
HTH 659. Health Care Environment	3
HTH 660. Health Economics	3
HTH 661. Financial Management of Health Services Organizations	3
HTH 669. Health Care Administration	3
MBA 642. Operations Management	3
MBA 644. Foundations of Marketing Management	3
MBA 690. Strategic Management	3
Elective (choose one of the following):	3
MBA 641. The Microeconomics of Business Decision-Making	
MBA 650. Managing Human Resources	
MBA 643. Advanced Topics & Cases in Financial Management	

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Course Offerings

Accounting

See the Accounting section (<http://cob.jmu.edu/accounting/>).

Business Law

MBA 653. Business Law. 3 credits.

A study of the principles of the law of contracts, agency, sales, commercial paper and business organizations; emphasizes the effect of such laws on business operations.

Economics

MBA 505.

This course is designed to equip students with the fundamentals of economic analysis so they will be able to apply these principles to appropriate cases. The course is designed to develop a facility for using the tools of economics, including standard models of the micro and macro economies, and an appreciation for the conditions under which the various models can effectively be applied. The course also develops an appreciation for the limitations of the models and an understanding of the relationship among economics and other disciplines.

MBA 641. The Microeconomics of Business Decision-Making. 3 credits.

This course is designed to provide graduate business students with the basic analytical tools needed to understand the decisions made by profit-maximizing firms and the causal linkages between these decisions and market structures. The course uses case study approach to examine market demand, the costs and organization of production, and the structures of the markets in which firms operate.

MBA 660. International Finance. 3 credits.

Analysis of problems involving international business finance. Description of international payments system and financial institutions, and application of analytical techniques and procedures for financing investments and business activities abroad. *Prerequisite: MBA 630.*

MBA 662. Macro Economic Theory and Economic Policy. 3 credits.

A study of macroeconomic theory and policy as they relate to unemployment, inflation and the rate of economic growth.

Finance

MBA 630. Financial Management. 3 credits.

An in-depth examination of financial topics vital to the financial manager including financial and cash flow analysis, pro forma statement analysis, working capital, capital budgeting, valuation of financial assets, cost of capital, and risk analysis. The course emphasizes quantitative problem solving with extensive use of actual case situations.

MBA 643. Advanced Topics in Financial Management. 3 credits.

An in-depth examination of financial topics including financial and market efficiency, obtaining funds using debt or equity, leasing, capital structure, dividend policy, warrants, options and other derivative securities, international finance, hedging risks, mergers and acquisitions, financial distress and firm valuation. The course makes extensive use of actual case situations.

Prerequisite: MBA 630

MBA 654. Investment Analysis. 3 credits.

Investment theory, development and application of analytical tools in the appraisal and selection of investments.

MBA 659. Financial Markets. 3 credits.

Focusing on the institutions and markets that supply money and capital to business and industry. Course covers the problems of intermediation and disintermediation in the U.S. regulations of interest rates, flow of money and capital through the economy, and the components of investment demand.

MBA 660. International Finance. 3 credits.

Analysis of problems involving international business finance. Description of international payments system and financial institutions, and application of analytical techniques and procedures for financing investments and business activities abroad. *Prerequisite: MBA 630.*

MBA 661. Financial Management of Real Estate Investments. 3 credits.

An in-depth examination of real estate investment and finance from an individual and institutional approach. Topics include: the investment calculus, risk analysis, cost of long- and short-term capital and construction, and development financing.

International Business Program

MBA 663. International Business Development. 3 credits.

An in-depth study of a special topic or theme in international business and/or a collection of currently breaking opportunities in the global business environment. *Prerequisite: Permission of instructor.*

Computer Information

Systems/Operations Management

MBA 640. Managerial Information Systems. 3 credits.

An overview of information systems theory and technology. Primary emphasis is on management's role in planning, designing, developing and using computer-based information systems in business organizations. Other topics include systems theory, computer technology, information systems for decision making and behavioral implications of management information systems.

MBA 642. Operations Management. 3 credits.

An introduction to the managerial and technical elements of operations management in service and manufacturing organizations. Topics covered include system design, resource planning and management, and quality management.

MBA 652. Technology Enhanced Decision Making. 3 credits.

This course provides an introduction to techniques for structuring and analyzing managerial decision problems involving major uncertainties. Topics include decision tree and influence diagrams, probability assessment, risk analysis, risk attitudes and sensitivity analysis. Group decision making and groupware technologies will also be discussed. Emphasis is placed on the use of computer software for decision analysis.

MBA 658. Managing Innovation. 3 credits.

This course focuses on exploring the historical context of innovation, understanding the environment in which innovation thrives, identifying the issues which are central to establishing a climate in which innovation is rewarded, exploiting innovations in technologies and helping the firm gain a competitive advantage. *Prerequisite: MBA 652.*

Management

MBA 600. Organizational Behavior. 3 credits.

Through the use of experimental exercises and case studies, the student will gain greater depth of knowledge in the study of organizational behavior, including leadership, management of conflict, change strategies, and group and individual behavior.

MBA 650. Managing Human Resources. 3 credits.

Emphasis is placed on selection interviewing, worker-managerial crisis interviewing, Equal Employment Opportunity Commission, placement procedures and assessing manager effectiveness.

MBA 651. Labor Relations. 3 credits.

An examination of the development of labor, contemporary collective bargaining processes, and practices and administration of labor-management contracts.

MBA 690. Integrated Strategic Management.
3 credits.

The required capstone course for all graduate business students. Emphasizes corporate governance and complex, top management level strategic thinking and decision making. Integrates all the functional areas of business while emphasizing the external environment and ethical context of management. *Prerequisite: Must be the last course taken of the Master of Business Administration program.*

Marketing

MBA 644. Foundations of Marketing Management.
3 credits.

Marketing planning, strategy and policy. Application of analytical tools to contemporary marketing problems.

MBA 655. Market Research for Decision-Making.
3 credits.

The course provides MBA students with the tools to evaluate primary market research. Students will study the market research process including: defining the problem, conceptualization, research design, sources of data, questionnaire development, sampling, data collection methods, univariate and multivariate statistical analyses, and the development of a management oriented report. Students will apply the components of the market research process and conduct their own research project.

MBA 656. Relationship Marketing. 3 credits.

Course focuses on the fundamentals of targeting, modeling, and segmentation to build customer relationships. Students will learn theory and economics of database-driven direct marketing, sources of data and database software, and technology behind database marketing.

Directed Research (Independent Study)

These courses may be taken as electives with permission from the M.B.A Director and the course instructor.

MBA 670. Directed Research - Accounting

MBA 671. Directed Research - Finance/Business Law

MBA 672. Directed Research - CIS/OM

MBA 673. Directed Research - Economics

MBA 674. Directed Research - Management

MBA 675. Directed Research - Marketing

