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# Business Administration

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## Accounting Program

### Professors

D. Fordham, M. Riordan

## Economics Program

### Professors

E. Ahmed, R. Horn, W. Wood

## Associate Professors

J. Doyle, S. Milliman

## Assistant Professor

W. Grant

## Finance and Business Law Program

### Professors

J. Albert, A. Francfort, H. Hobson, S. B. Marshall, D. Thomas

## Computer Information Systems and Management Science Program

### Professors

S. Palocsay, F. Teer, I. Markham, R. Mathieu, S. Stevens

## Associate Professors

M. Busing, S. Kruck, H. Reif

## Assistant Professor

R. Pal

## Management Program

### Professors

P. Bierly, D. Gallagher

## Associate Professors

P. Daly, S. Gallagher, E. Stark, M. White

## Assistant Professor

C. White

## Marketing Program

### Professors

K. Bahn, I. Clarke, T. Flaherty, R. Reid

## Assistant Professors

D. Eric Boyd

Faculty members from the College of Business support the Master of Business Administration program. The accounting, economics, finance and business law, computer information systems and management science, international business, management, and marketing programs in the College of Business also support the Master of Business Administration degree program. The College of Business also offers graduate courses designed to supplement and broaden knowledge in business and economics for master's degree candidates in other fields.

## Admission Criteria

The Master of Business Administration program is offered in Harrisonburg on the JMU campus. Admissions criteria and degree requirements for this program are the same for full- and part-time students. Full-time students may expect to complete a degree in 16 months. Part-time students can expect to finish in 30 to 48 months.

The GMAT is required of all applicants. This instrument measures aptitudes important to the study of business and must be taken prior to admission. Admission criteria include GMAT scores, undergraduate grade point average, professional experience and letters of recommendation. The most recent class of entering students had, on average, a GMAT score of 585, an undergraduate GPA of 3.3 and three years of relevant post-baccalaureate professional experience. In order to be seriously considered for admission, an applicant should meet all three of the following criteria: a GMAT score of 525 or higher, an undergraduate GPA not less than 3.0 and at least two years of relevant post-baccalaureate work experience.

Applicants must complete the application materials and must submit a resume supported by two letters of recommendation elaborating on their qualifications for graduate work.

## Mission

The M.B.A. program within the College of Business at James Madison University emphasizes excellence and continuous improvement in graduate learning by stressing knowledge and technical, interpersonal and experiential skills in the development of managerial decision-making.

## M.B.A. Program Outcomes Based Learning Objectives

When students complete the M.B.A. program they should be able to:

- critically evaluate theoretical and applied research across a broad range of business disciplines.
- make ethical decisions.
- think critically and apply sound business concepts to decision-making.
- interpret statistical findings and choose the most appropriate quantitative methods for solving business problems.
- function effectively as a team member and as a team leader.
- make managerial decisions using the knowledge gained in advanced courses.
- derive best case solutions to business problems by integrating material across business and related disciplines.

- create, store, access, analyze and synthesize information from a technology-based perspective.
- analyze financial statements to identify the strengths and weaknesses of company's operations and managerial and financial structure.

## 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 global 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 of Virginia. All classes are offered during the evenings in Harrisonburg. The Master of Business Administration program is fully accredited by the AACSB and received reaffirmation in the spring of 2002.

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

The university encourages applicants with degrees in all major fields of study from accredited institutions. No specific undergraduate courses are required; however, students with non-business 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 and Organizational Behavior	3
MBA 502. Statistics and 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
Total	18

Each of the six prerequisites is offered as a self-paced, eight-week, online course. Each course is offered three times per year. All prerequisite courses 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 10 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 limit will apply for completing the required prerequisite courses: Three years from beginning the first course. The summer terms will be considered when determining this time limit.

All 600-level course work must be completed within six years of beginning the first 600-level course. Returning students are strongly encouraged to register for courses for the next semester during the pre-registration period. Courses with low enrollments tend to be cancelled.

Students must notify the M.B.A. program office upon completion of each prerequisite course and have official transcripts submitted to The Graduate School directly from the institution where the course was completed.

Students are encouraged to begin with four sequenced courses: MBA 600, Organizational Behavior; MBA 610, Quantitative Methods for Management; MBA 620, Accounting for Decision Making and Control; and MBA 630, Financial Management. After completion of these four courses, students can then move through other required courses and electives. As an alternative, MBA 640, Management Information Systems, and MBA 641, Economics, can be taken during the first year.

### *M.B.A. Requirements*

#### Required Courses

#### Credit Hours

MBA 600. Organizational Behavior	3
MBA 610. Quantitative Methods for Management	3
MBA 620. Accounting for Decision Making and 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. Adv. Topics & Cases in Financial Management	3
MBA 644. Foundations of Marketing Management	3
MBA 690. Strategic Management	3
Electives (two courses)	6
Total	36

Students with an undergraduate major in accounting or who have a C.P.A. or C.M.A. certification should take a graduate-level accounting elective instead of MBA 620, Accounting for Decision Making and Control. MBA 690, Strategic Management, is considered the capstone course in the M.B.A. program and replaces the comprehensive examination requirement. A grade of "B" or better must be attained to pass MBA 690. Because MBA 690 meets the formal assessment requirement for The Graduate School, it should be one of the last courses 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 offers a Master of Business Administration with a concentration in information security.

The information security concentration is offered in an online remote-learning format. Each course is eight weeks long. Each course meets for four hours at the beginning and at the end of the session. Instruction for the eight weeks between the face-to-face meetings is online. Assignments, faculty interaction, group discussions and examinations are Web delivered.

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

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. This program employs the cohort model.

### Information Security Concentration Requirements

#### Minimum Requirements

#### Credit Hours

MBA 640. Management Information Systems	3
MBA 680. Introduction to Information Security	3
MBA 600. Organizational Behavior	3
MBA 610. Quantitative Methods for Management	3
MBA 620. Accounting for Decision Making and Control	3
MBA 630. Financial Management	3
MBA 681. Managing System Networks	3
MBA 641. The Microeconomics of Business Decision-Making	3
MBA 642. Operations Management	3
MBA 643. Adv. Topics & Cases in Financial Management	3
MBA 644. Foundations of Marketing Management	3
MBA 682. Managerial Computer Forensics	3
MBA 685. Information Security Ethics and Policy	3
MBA 690. Strategic Management	3
Total	<u>42</u>

## 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 services 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.

### Health Services Administration Concentration Requirements

#### Minimum Requirements

#### Credit Hours

MBA 600. Organizational Behavior	3
MBA 610. Quantitative Methods for Management	3
MBA 620. Accounting for Decision Making and Control	3
MBA 630. Financial Management	3
MBA 640. Management Information Systems	3
HTH 659. Health Care Environment	3
HTH 660. Health Economics	3
HTH 661. Financial Management of Health Services Orgs.	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 643. Advanced Topics and Cases in Financial Management	
MBA 650. Managing Human Resources	
Total	<u>39</u>

## Course Offerings

### Accounting

**MBA 620. Accounting for Decision Making and Control.** 3 credits.  
Designed to present use of accounting in business decision-making. Covers concepts and theories pertinent to the management function. *Prerequisite: One year of introductory accounting. Not available for graduate credit for Master of Science program studies.*

**MBA 667. Business Ethics and Responsibility.** 3 credits.  
Introduces principles of ethical thinking and applies them to situations and models for business decision-making. Focuses on corporate social responsibility and individual ethical decision making.

**MBA 670. Directed Research.** 1-3 credits.  
Opportunity for directed research in areas of special interest. *Prerequisites: Permission of instructor and Master of Business Administration program director.*

### 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.

**MBA 676. Directed Research.** 1-3 credits.  
Opportunity for directed research in areas of special interest. *Prerequisites: Permission of instructor and Master of Business Administration program director.*

### Economics

**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 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.

**MBA 673. Directed Research.** 1-3 credits.  
Opportunity for directed research in areas of special interest. *Prerequisites: Permission of instructor and Master of Business Administration program director.*

### 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 620 should be taken either at the same time or prior to MBA 630.

**MBA 643. Advanced Topics and Cases 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 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.

**MBA 671. Directed Research.** 1-3 credits.  
Opportunity for directed research in areas of special interest. *Prerequisites: Permission of instructor and Master of Business Administration program director.*

### International Business

**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 and Management Science

**MBA 610. Quantitative Methods for Management.** 3 credits.  
This course develops topics in management science and then applies these tools to analyze and solve problems arising in business situations. Topics include forecasting, simulation, queuing theory, linear programming, integer programming, sensitivity analysis and decision analysis. *Prerequisite: MBA 502 or the equivalent.*

**MBA 640. Management 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 672. Directed Research.** 1-3 credits.  
Opportunity for directed research in areas of special interest. *Prerequisites: Permission of instructor and Master of Business Administration program director.*

## **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 664. Negotiations and Conflict Management.** 3 credits.  
This course focuses on the identification and development of effective negotiation skills that can be utilized in business and interpersonal relationships. Applications of bargaining principles are also discussed in the context of the resolution of disputes between both organizations and individuals.

**MBA 674. Directed Research.** 1-3 credits.  
Opportunity for directed research in areas of special interest. *Prerequisites: Permission of instructor and Master of Business Administration program director.*

**MBA 690. 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 required course taken of the Master of Business Administration program.*

## **Marketing**

**MBA 644. Foundations of Marketing Management.** 3 credits.  
The course focuses on marketing planning, strategy and policy. In addition, application of analytical tools to contemporary marketing problems is a central focus.

**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 665. Internet Marketing.** 3 credits.  
Studies the culture and demographics of the Internet, online business strategies, and the hardware and software tools necessary for online marketing practice. Students learn to identify relevant target segments, develop product opportunities, pricing structures and distribution channels over the Internet, and to execute marketing strategy in computer mediated environments.

**MBA 675. Directed Research.** 1-3 credits.  
Opportunity for directed research in areas of special interest. *Prerequisites: Permission of instructor and Master of Business Administration program director.*

## **Information Security Concentration**

**MBA 680. Introduction to Information Security.** 3 credits.  
Overview of information security exploring basic concepts and developing knowledge and skills of protecting valuable information assets and systems.

**MBA 681. Managing System Networks.** 3 credits.  
Development of understanding and skills for managing effective security in enterprises that depend upon information infrastructures and engage in e-commerce.

**MBA 682. Managerial Computer Forensics.** 3 credits.  
To educate current and future managers in the roles, responsibilities, nature, structure, content, parties, networks, tools and processes involved in computer (digital) forensics.

**MBA 685. Information Security Ethics and Policy.** 3 credits.  
Explores social, philosophical, ethical and policy implications of information security by covering issues that will be faced both as members of a technological society as well as business professionals.

## **Hospitality and Tourism Management**

**MBA 677. Directed Research.** 3 credits.  
Opportunity for directed research in areas of specialized interest. *Prerequisites: Permission of instructor and Master of Business Administration program director.*

## **Online 500-level Prerequisites**

**MBA 501. Management and Organizational Behavior.** 3 credits.

This course is designed to meet the entry level MBA requirements in organizational behavior and in management. Course content is drawn from both of these fields, including the structure of organizations, leadership, motivation, organization, culture and work in groups.

**MBA 502. Statistics and Management Science.** 3 credits.  
This course provides MBA students with a foundation in the central ideas and tools of statistical and quantitative analysis. It is intended as a prerequisite for MBA 690 (currently IDS 695: Quantitative Methods for Management). Topics include measures of central tendency and dispersion, point and interval estimates, hypothesis testing, linear regression, mathematical modeling, and basic probability. MBA 502 is offered as a self-paced, online course and is accessible via an Internet browser such as Internet Explorer. *Prerequisite: MATH 205 (Business Calculus) or the equivalent.*

**MBA 503. Financial Accounting.** 3 credits.

The role of financial data in contemporary society; the problems of measuring and reporting income, assets, liabilities and equities; interpretation of financial statements.

**MBA 504. Managerial Finance.** 3 credits.

Study of theoretical concepts and analytical techniques to aid management decision-making. Topics include: financial statement analysis and forecasting, time value of money concepts, working capital management and capital budgeting.

**MBA 505. Foundation of Economics.** 3 credits.

Foundation of Economics is designed to equip the student with the fundamentals of economic analysis so that he or she will be able to apply these principles to appropriate cases. The course is designed to develop a facility of using the tools of economic analysis, 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 between economics and other disciplines.

**MBA 506. Legal Environment of Business.** 3 credits.

An introduction to the American legal system, the public law regulating business and the private law of business relationships. The law is examined as an evolving process in which current rules have developed and new rules will evolve in the ethical and moral context of American society.

## MBA Courses

### *Prerequisite Courses*

MBA 501. Management and Organizational Behavior  
MBA 502. Statistics and Management Science  
MBA 503. Financial Accounting  
MBA 504. Managerial Finance  
MBA 505. Foundation of Economics  
MBA 506. Legal Environment of Business

### *Required*

MBA 600. Organizational Behavior  
MBA 610. Quantitative Methods for Management  
MBA 620. Accounting for Decision Making and Control  
MBA 630. Financial Management  
MBA 640. Management Information Systems  
MBA 641. The Microeconomics of Business Decision-Making  
MBA 642. Operations Management  
MBA 643. Advanced Topics and Cases in Financial Management  
MBA 644. Foundations of Marketing Management  
MBA 690. Strategic Management

### *Electives*

MBA 650. Managing Human Resources  
MBA 652. Technology-Enhanced Decision-Making  
MBA 653. Business Law  
MBA 654. Investment Analysis  
MBA 655. Marketing Research for Decision Making  
MBA 660. International Finance  
MBA 661. Financial Management of Real Estate Investments  
MBA 662. Macro Economic Theory and Economic Policy  
MBA 663. International Business Development  
MBA 664. Negotiations and Conflict Management  
MBA 665. Internet Marketing  
MBA 670. Directed Research-Accounting  
MBA 671. Directed Research-Finance  
MBA 672. Directed Research-CIS/OM  
MBA 673. Directed Research-Economics  
MBA 674. Directed Research-Management  
MBA 675. Directed Research-Marketing  
MBA 676. Directed Research-Business Law  
MBA 677. Directed Research-HTM