Business Administration

Dr. Paul E. Bierly III, Graduate Director

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Accounting Program
Professors
D. Fordham, M. Riordan
Assistant Professor
S. Cereola

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

Computer Information Systems and Management Science Program
Professors
I. Markham, R. Mathieu, S. Palocsay, S. Stevens, F. Teer
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 Professor
D. Eric Boyd

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.

The Master of Business Administration program is fully accredited by the AACSB and received reaffirmation in the spring of 2002. The College of Business offers two specialized Master of Business Administration concentrations. Both concentrations are designed for part-time students and utilize a blended teaching approach that integrates the classroom experience with various online techniques.

The Innovation M.B.A. program is offered in Harrisonburg and takes two years to complete. A cohort of students takes 16 ten-week courses, two at a time. In this program, students will meet face-to-face with faculty approximately once every three weeks in Harrisonburg during a weeknight, meet online in a synchronous format the other weeks, and utilize other advanced asynchronous teaching instruction, such as simulations or multimedia cases.

The Information Security (Infosec) M.B.A. program is offered in Reston, Va., and takes 28 months to complete. A cohort of students takes 14 eight-week courses, one course at a time. Each course meets for four hours at the beginning and at the end of the session on a Saturday. Instruction for the eight weeks between the face-to-face meetings is online, using synchronous and asynchronous teaching methods.

Admission Criteria
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 should have at least two years of post-baccalaureate work experience prior to pursuing an M.B.A. degree.

To apply, students should complete the online application and submit the application fee at https://www.applyweb.com/apply/jmug/index.html. In addition, students must submit a current resume and two letters supporting the work experience listed on the resume through the online application site.

Students must also submit the following materials directly to the Graduate School at JMU MSC 6702, Harrisonburg, VA 22807:
- Official transcripts sent directly from all colleges/universities attended.
- An official report sent directly from ETS of your GMAT score.

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 three prerequisite courses:
- Financial accounting
- Statistics
- Economics (Microeconomics is required; taking both microeconomics and macroeconomics is preferred)

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 may begin the program only during the fall semester. Applications will be accepted any time prior to June 1 of the starting year, but the school will use a rolling admission process starting March 1.

**Innovation MBA Program**

Innovation is a critical component of sustainable firm success in today's complex, global, and dynamic business environment. Managers need to understand the technical and human components of innovation and be able to be leaders of the innovation process. Thus, the theme of this program is “Leading through Innovation with Technology and People.” The program is designed to provide students with a sound foundation in all of the business principles, while focusing on the various aspects of innovation. The program also emphasizes the development of teamwork, managerial decision-making and leadership skills.

The program is primarily intended for working professionals holding full-time positions in the Shenandoah Valley of Virginia and other nearby regions.

The curriculum of the Innovation MBA program includes the 16 courses listed below. The program includes 48 total credit hours.

<table>
<thead>
<tr>
<th>Required Courses</th>
<th>Credit Hours</th>
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<tbody>
<tr>
<td>MBA 600. Leadership &amp; Organizational Behavior</td>
<td>18</td>
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<tr>
<td>MBA 620. Accounting for Decision Making and Control</td>
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<tr>
<td>MBA 630. Financial Management</td>
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<td>MBA 642. Operations and Supply Chain Management</td>
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<td>MBA 644. Foundations of Marketing Management</td>
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<td>MBA 690. Strategic Management</td>
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<tr>
<td>Leadership Values</td>
<td>6</td>
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<td>MBA 667. Business Ethics and Social Responsibility</td>
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<tr>
<td>MBA 695. Cultural Awareness Experience</td>
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<tr>
<td>Innovation Theme</td>
<td>9</td>
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<tr>
<td>MBA 601. Management of Information and Technology</td>
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<td>MBA 611. Project Management</td>
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<td>MBA 640. Managerial Information Systems</td>
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<tr>
<td>Electives</td>
<td>15</td>
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<td>Choose five from the following:</td>
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<td>MBA 602. Management of New Product Development</td>
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<td>MBA 603. Integrated Marketing Communications</td>
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<td>MBA 604. The Emergence of Modern Economic Growth</td>
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<td>MBA 605. Entrepreneurship and Venture Creation</td>
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<td>MBA 606. Managing in an Innovation-driven Global Environment</td>
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<td>MBA 612. Managing Complex Projects</td>
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<td>MBA 650. Managing Human Resources for Innovation</td>
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<td>MBA 653. Business Law</td>
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<td>MBA 654. Investment Analysis</td>
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<td>MBA 655. Marketing Research for Decision Making</td>
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<td>MBA 656. Business Process Management</td>
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<td>MBA 657. Strategic Information Management</td>
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<td>MBA 658. Financial Risk Analysis and Management</td>
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<td>MBA 664. Negotiations and Conflict Management</td>
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<td>MBA 665. Internet Marketing</td>
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<tr>
<td>MBA 668. Environmental Management and Sustainability</td>
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One course from another masters program at JMU may be substituted for an elective if the course is related to the theme of the program, and with prior approval from the director of the MBA program.

Courses are taken in the following sequence:

**Year One**

First 10-Week Session
- MBA 620. Accounting for Decision Making and Control
- MBA 640. Managerial Information Systems

Second 10-Week Session
- MBA 611. Project Management
- MBA 630. Financial Management

Third 10-Week Session
- MBA 642. Operations and Supply Chain Management
- MBA 644. Foundations of Marketing Management

Fourth 10-Week Session
- Two electives

**Year Two**

First 10-Week Session
- MBA 600. Leadership & Organizational Behavior
- MBA 601. Management of Information and Technology

Second 10-Week Session
- MBA 667. Business Ethics and Social Responsibility
- MBA 690. Strategic Management

Third 10-Week Session
- Two electives

Fourth 10-Week Session
- One elective
- MBA 695. Cultural Awareness Experience

Required courses taken during the same session will be integrated to the degree and by the method determined appropriate by the instructors. This will improve students’ understanding of how different functional areas fit together.

MBA 695, Cultural Awareness Experience, is taken outside of the 10-week session format during July-August of the student's final year. This course includes a 10-14 day international trip, plus the preparation for the trip and a post-trip analysis. The location of these trips will vary yearly and will include destinations such as China, India or Europe. The international trip will include numerous visits to both business and cultural sites.

MBA 690, Strategic Management, is the capstone course in the M.B.A. program and replaces the comprehensive examination requirement. A minimum grade of “B” or must be attained to pass MBA 690.

Students are also required to participate in the following.

- Workshops: Students are required to attend three Saturday workshops. The first will be an orientation workshop that will teach students how to use the technology needed to participate in the online activities and introduce the students to the leadership development program. There will also be two special topics workshops in the spring of each year that will have guest speakers debate contemporary business issues and will have students participate in a variety of group activities.
- Leadership development program: A program which will include periodic discussions with an assigned mentor
Information Security MBA Program

Advances in information technologies, the globalization of markets, and increased rate of technological change have changed the competitive dynamics in many industries. The management of knowledge and information is a critical source of competitive advantage for firms. To sustain success, firms must protect their information and knowledge-based resources. Thus, the Information Security MBA Program is designed to provide students with a sound foundation in all of the business principles, while also ensuring they have a strong understanding of the business implications of information security.

The program is primarily intended for working professionals holding full-time positions. While this program is primarily an online program utilizing synchronous and asynchronous techniques, students meet with faculty once every eight weeks on a Saturday in Reston, Va., near Dulles airport.

The curriculum of the Information Security MBA Program includes the fourteen courses listed below. A cohort of students takes the courses in the order listed below, with one course being completed every eight weeks. The program includes 42 total credit hours.

Information Security MBA Program Requirements

Minimum Requirements | Credit Hours
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MBA 600. Leadership and 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
MBA 641. The Microeconomics of Business Decision-Making | 3
MBA 642. Operations and Supply Chain Management | 3
MBA 644. Foundations of Marketing Management | 3
MBA 654. Investment Analysis | 3
MBA 680. Introduction to Information Security | 3
MBA 681. Managing System Networks | 3
MBA 682. Managerial Computer Forensics | 3
MBA 685. Information Security Ethics and Policy | 3
MBA 690. Strategic Management | 3
Total | 42

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.

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 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 604. The Emergence of Modern Economic Growth. 3 credits.
This course focuses on how modern economic growth emerged and sustained itself overtime. How world economies can use physical and human capital and technologies to perpetuate their economic growth and improve the standard of living for their citizen in the long-run. Various models of economic growth and empirical evidence from global economies will be discussed. Special emphasis will be placed on educating business students about the sources of and policies that promote economic growth.

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 658. Financial Risk Analysis and Management. 3 credits.
The purpose of the course is to introduce the student to the different aspects of risk, as well as the analysis and management of risk. Applications include sensitivity analysis, Monte Carlo and Latin Hypercube simulations, and the use of forwards, futures and options to manage risk. Prerequisite: MBA 630.

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 666. Managing in an Innovation-driven Global Environment. 3 credits.
Managers in today's business environment must contend not only with increasing rivalry from globalization, but from innovations that can arise from anywhere on the globe. This course addresses the foundation of these two challenges and how managers in organizations can effectively grapple with them.

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 611. Project Management. 3 credits.
This course focuses on different techniques and tools for managing many types of projects. The course addresses a variety of project management issues such as making a case for doing a project, project charter, project risk, developing project plans, stakeholder management, organizational strategy and cultural fit, and status reporting. Use of project management software is used throughout the course.

MBA 612. Managing Complex Projects. 3 credits.
This course covers advanced topics in project management. The course addresses a variety of project management issues including managing a portfolio of projects, methods for enhancing the project schedule, cost, or performance, complex project management, multi-functional and multi-organizational projects, the organizational behavior aspects leading and managing project teams, and legal aspects of project management. Prerequisite: MBA 611.

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. Operation and Supply Chain Management. 3 credits.
This course is the study of supply chain principles and practices, with a focus on materials and logistics management. The course investigates supply chain management for both products and services in a global economy. Particular focus is on supply chain design, which includes strategies for customer service, quality, logistics, inventory management, and integrated supply chain 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. Leadership and 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 601. Management of Innovation and Technology. 3 credits.
Course focuses on the management of technology, which includes technology evolution, technology transfer, R&D and technology strategy, and the innovation process, which includes idea generation and implementation, use of teams in new product development, and virtual teams.
MBA 602. Management of New Product Development. 3 credits.  
The management of new product development will be explored. The course focuses on managerial issues involved in the new product development process with a special emphasis on managing opportunity identification, product concept development, product concept evaluation, prototype testing and the launch of new products into the market place.

MBA 605. Entrepreneurship and Venture Creation. 3 credits.  
Explores the many dimensions of new venture creation and growth. Formulation and implementation issues that relate to conceptualizing, developing, and managing successful new ventures. Building a business model that generates profits and positively contributes to the economy and society. Analyze business opportunities and risk of new products and services.

MBA 650. Managing Human Resources. 3 credits.  

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 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 668. Environmental Management and Sustainability. 3 credits.  
The focus of this course is creating business value from environmental sustainability. Using environmental (green) strategies to innovate, create value and build competitive advantages. Review of environmental management and sustainability economics best practices.

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.

MBA 695. Cultural Awareness Experience. 3 credits.  
The main part of this course is an international trip where students experience a different culture. The trip will include a wide variety of cultural and business outings. Students will maintain a journal throughout the trip. The course also includes preparatory work before the trip and post-trip analysis and discussion.

Marketing

MBA 603. Integrated Marketing Communications. 3 credits.  
The course provides a comprehensive view of the integrated marketing communication (IMC) process. IMC is the strategic response of business and marketing communications to rapid worldwide changes in markets, demands, technology, and consumer power. IMC is a cross-functional approach that unifies and expands the traditional marketing disciplines in order to create and nourish successful long-term relationships with customers and other stakeholders.

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.

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

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.