Business Administration (M.B.A.)

Business Administration

Admission Criteria

The GMAT or GRE is required unless the applicant holds another master’s level degree or advanced degree (e.g., M.D., Pharm.D.) or a CPA. These instruments measure aptitudes important to the study of business and must be taken prior to admission. Applicants are required to have at least two years of post-baccalaureate work experience prior to pursuing Innovation or Information Security concentrations and a minimum of five years of post-baccalaureate work experience prior to pursuing the Executive Leadership concentration.

To apply, students should complete the online application and submit the application fee at http://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 (James Madison University, MSC 6702, Harrisonburg VA 22807):

- Official transcripts sent directly from all colleges/universities you have attended.
- An official report sent directly from GMAC of the applicant’s GMAT score or from ETS of the applicant’s GRE 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 preferred; Macroeconomics is acceptable)

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.

The final deadline for an application is June 1. However, a rolling admission process is used. All applications submitted by April 15 will be considered. Applications after April 15 will be considered only if the program has an opening.
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 2012.

The College of Business offers three specialized Master of Business Administration concentrations. All three concentrations are designed for part-time students and utilize a blended teaching approach that integrates the classroom experience with various online techniques.

The Innovation MBA concentration is offered in Harrisonburg and takes 21 months to complete. A cohort of students takes sixteen 8-week courses, two at a time in a block format. In this program, students will meet face-to-face with faculty approximately twice every 3 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) MBA program is offered in McLean, Virginia and takes 28 months to complete. A cohort of students takes fourteen 8-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.

The Executive Leadership concentration is offered in McLean, Virginia and takes 28 months to complete. A cohort of students takes fourteen 8-week courses, one course at a time. Each course meets face-to-face for four hours at the beginning, four hours at mid-term and four hours at the end of the session on a Saturday. Instruction between face-to-face sessions is online, using synchronous and asynchronous teaching methods.

Innovation MBA Concentration

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.
# Innovation MBA Concentration Requirements

<table>
<thead>
<tr>
<th>Required Courses</th>
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<tr>
<td>MBA 691. Strategic Organizational Leadership in Dynamic Environments</td>
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<tr>
<td>Leadership Values (3 courses):</td>
<td>9</td>
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<tr>
<td>MBA 600. Leadership and Organizational Behavior</td>
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<tr>
<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 Innovation and Technology</td>
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<tr>
<td>MBA 611. Project Management</td>
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<tr>
<td>MBA 640. Managerial Information Systems</td>
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<td>Electives (choose five from the following):</td>
<td>15</td>
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<tr>
<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 678. Special Topics</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.

## Recommended Sequence

Courses are taken in the following sequence:
Year One

First Eight-Week Session

MBA 620. Accounting for Decision Making and Control
MBA 640. Managerial Information Systems

Second Eight-Week Session

MBA 611. Project Management
MBA 630. Financial Management

Third Eight-Week Session

MBA 642. Operations and Supply Chain Management
MBA 644. Foundations of Marketing Management

Fourth Eight-Week Session

Two electives

Year Two

First Eight-Week Session

MBA 600. Leadership and Organizational Behavior
MBA 601. Management of Innovation and Technology

Second Eight-Week Session

MBA 667. Business Ethics and Social Responsibility
MBA 690. Strategic Management

Third Eight-Week Session

Two electives

Fourth Eight-Week Session

One elective

MBA 695. Cultural Awareness Experience

Required Courses

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 eight-week session format during May 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 691, Strategic Organizational Leadership in Dynamic Environments, is the capstone course in the M.B.A. Innovation concentration and replaces the comprehensive examination requirement. A minimum grade of "B" or better must be attained to pass MBA 691.

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 Concentration

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 McLean, 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 Concentration Requirements

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MBA 691. Strategic Organizational Leadership in Dynamic Environments

Concentration Courses (5 courses):
- MBA 600. Leadership and Organizational Behavior
- MBA 610. Quantitative Methods for Management
- MBA 620. Accounting for Decision Making and Control
- MBA 641. The Microeconomics of Business Decision-Making
- MBA 654. Investment Analysis

Security Courses (4 courses):
- MBA 680. Introduction to Information Security
- MBA 681. Managing System Networks
- MBA 682. Managerial Computer Forensics
- MBA 685. Information Security Ethics and Policy

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MBA 691, Strategic Organizational Leadership in Dynamic Environments, is considered the capstone course in the M.B.A. Information Security concentration and replaces the comprehensive examination requirement. A grade of "B" or better must be attained to pass MBA 691.

Executive Leadership MBA Concentration

The Executive Leadership Master of Business Administration is designed around the theme of "Leading Through Change." The concentration is intended for high performing individuals who have potential for organizational leadership and who will likely hold C-Suite positions. The Executive Leadership MBA is designed to develop skills and abilities required to effectively and ethically lead in dynamic and highly competitive business settings. In addition to addressing the critically important issues in all functional business disciplines, this program has a particular emphasis on accelerating participant skillsets in crisis management, global competitive issues, supply chain challenges, stakeholder leadership, and in understanding, leading, and creating change across the organization. Emphasizing both in-class and experiential activities, learning takes place face-to-face as well as synchronously, using the latest online technologies.

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<tr>
<td>Executive Leadership Curriculum (9 courses):</td>
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Course Offerings

Accounting

MBA 616. Financial Statement Analysis and Reporting. 3 credits.
In this course, students learn how to examine financial reports with insight and confidence. Topics include financial analysis, performance evaluation, use of present value concepts, fiduciary and managerial control, compliance oversight, corporate governance and ethical dimensions of reporting. Prerequisite: Executive Leadership MBA or permission of instructor.

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 630. Financial Management for Accountants. 3 credits.
This course provides an in-depth study of valuation in capital markets with a particular emphasis on applications in financial accounting. Topics include valuation of fixed income, equity and derivative financial instruments in liquid and ill-liquid markets as well as the valuation of entire companies. The course emphasizes quantitative problem solving with extensive use of the case method. Students should have previously completed two semesters of Intermediate Accounting. Prerequisites: ACTG 343 and ACTG 344 or equivalent.

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 over time. 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. Macroeconomic 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 617. Corporate Financial Decision Making. 3 credits.
This course provides in-depth study of the theories of capital structure, capital budgeting, long-term financing decisions, working capital management, and current topics such as mergers and bankruptcy. Students will analyze various capital budgeting evaluation methods, evaluate how firms make capital structure decisions, perform financial analysis to assess the financial condition and performance of a business entity, and examine to what extent corporate policy affects the value of a firm. Prerequisite: MBA 616 or MBA 620.

MBA 622. Managing Risk in Global Financial Markets. 3 credits.
This course examines global financial markets and how firms adapt their strategy to capitalize on the opportunities to manage risks. Course analyzes international financial management issues and risks faced by businesses operating in global markets and evaluates various instruments and approaches used to address them. Students develop an understanding of how firms can take advantage of the opportunities presented by different countries, institutions, financial systems, and macroeconomic trends. Prerequisite: Executive Leadership MBA or permission of instructor.

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 606. 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 615. International Supply Chain and Logistics. 3 credits.
This course examines the optimization of the global supply chain to meet demands of business. Topics include evaluation of all methods of transportation, inventory, time to market and other relevant customer requirements as well as appraisal and selection of intermediaries necessary to support the international business plan. True costs, benefits and risks of proposed transactions are explicitly considered.

MBA 618. Information Systems Strategy and Leadership. 3 credits.
This course focuses on what organization leaders need to know about the Information Systems (IS) function, the Information Technology (IT) infrastructure and the role that they play in an organization. Topics covered in this course may include getting business value from an IT investment, IS governance, partnerships with external entities for delivering IT services, managing and recovery from IT risks.

MBA 621. Leading Through Big Data Analytics. 3 credits.
This course focuses on capturing data opportunities to increase revenue and productivity of existing units as well as to introduce new business units. Focus is on crafting and implementing a big-data and advanced-analytics strategy. This includes core analytical knowledge, implementation, intellectual data property, recruiting and selecting analytics talent, capitalizing on data analytics opportunities, and ensuring managers find resulting decision tools simple and engaging for daily use. Prerequisite: Executive Leadership MBA or permission of instructor.

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 656. Business Process Management. 3 credits.
This course focuses on the analytical approaches to successful process management for business applications. Students will learn to map and model business processes,
analyze these processes, define improvement opportunities, as well as implement and document the improved process.

**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 607. Leadership Communication Skills for Business.** 3 credits.
Students will participate in exercises that enhance awareness of listening and practice the use of questions as key elements in a leader's coaching tool kit. The course gives students real world tools and practice in methods critical to successful leadership that will be useful in all aspects of day-to-day business life. Topics include the language of communication, the leadership communication model, critical conversations as well as mentoring and coaching.

**MBA 608. Interpersonal Leadership and Managing Organizational Behavior.** 3 credits.
Course develops organizational leaders capable of inspiring themselves and others. Blending theory, cases, and pragmatic wisdom, assessments will enable students to better understand themselves and others, and then utilize that knowledge to better lead and manage. Theories and usable frameworks related to emotional intelligence, interpersonal skills, motivation, power, and effective leadership are utilized. Additional emphasis is on ethically leading change in fast-moving environments. Prerequisite: Executive Leadership MBA or permission of instructor.
MBA 609. Leadership Skills Accelerator. 3 credits.
This course develops skills of negotiation, management of conflict, coaching, mentoring, stress and crisis management. Prerequisite: Executive Leadership MBA or permission of instructor.

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 691. Strategic Organizational Leadership in Dynamic Environments. 3 credits.
This course develops leadership skills to be applied in organizational settings or as executive consultants. Topics include crisis leadership, strategy making and implementation, optimal structure and design, leading to inspire internal and external organizational stakeholders, macro-environment scanning and competition-sensitive decision-making, and evidence-based leadership. The interconnectedness of curriculum-wide course concepts is emphasized using case studies and simulations.

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.

MBA 699. Leadership Development Module. 3 credits.
This course consists of leadership case study challenges, panel discussions with executives and other experiential learning activities. Prerequisite: Executive Leadership MBA or permission of instructor.
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 unites and expands the traditional marketing disciplines in order to create and nourish successful long-term relationships with customers and other stakeholders.

**MBA 613. Foundations of Marketing Leadership. 3 credits.**
The course focuses on the roles and responsibilities of marketing leaders within organizations. Topics covered may include determining the role and organization of marketing within the firm, identifying and reacting to market transitions, creating marketing strategy, coordinating marketing across the firm, leading the marketing transformation process, and determining marketing accountability.

**MBA 614. Cultivating Global Business Leadership. 3 credits.**
This course will help students understand how geographical distances and cultural differences influence stresses that multinational leaders encounter as they operate in global markets. Students fit experiences into an accurate global perspective defined by conceptual frameworks, examine effects of cross-country differences, and gain in-depth of knowledge associated with global market leadership. Geographic dimensions will prepare leaders for dealing with specific origin–destination pairs. Prerequisite: Executive Leadership MBA or permission of instructor.

**MBA 625. Online Search Advertising. 3 credits.**
This course utilizes problem-based learning (PBL) where teams solve complex online marketing problems. PBL develops reflective and flexible thinkers who use knowledge to take action. Active learners are involved in online marketing campaigns. Client relationships, financial constraints, market competition, time limitations and technology impact decisions. Teams work with clients in a live marketing platform using a real budget. Campaigns require finance, advertising, and marketing decisions. Prerequisite: Permission of the instructor.

**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 657. Strategic Information Management. 3 credits.**
This course examines commercial opportunities created by information technology and online threats to existing business models. It studies the enabling technology infrastructure and its application to fundamental marketing and business processes and strategies in pursuing electronic commerce initiatives.

**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.

Business Administration

MBA 678. Special Topics. 3 credits.
Special topics in business administration. Content varies depending upon semester and instructor.