

Business Administration

Degrees Offered

- Master of Business Administration
- Doctor of Philosophy

Nature of the Program

The John Chambers College of Business and Economics Master of Business Administration (M.B.A.) program is accredited by the AACSB. The program is offered in two formats. An accelerated full-time, day-class program on the WVU-Morgantown campus can be completed in 12 months. The online program can be completed in two years. The online program, referred to as the Online Hybrid M.B.A. program, is designed for working professionals. The standards of excellence that support accreditation by the AACSB are maintained across both formats of the program.

The M.B.A. degree program recognizes the need for future managers to be able to anticipate and recognize change and then to manage resources advantageously in that environment. Thus, the curriculum emphasizes a general, broad-based approach to graduate education in management which provides the student with the qualitative and quantitative skills necessary for a manager to succeed in such an environment. The program develops a managerial perspective that is primarily line-oriented as opposed to staff-oriented and is relevant to those in both private and public organizations.

Full-Time M.B.A. Program

The M.B.A. program is a full-time, on-campus program beginning in June with graduation the following May. This program prepares students for business leadership and administration primarily through three developmental avenues. First, at the core of the M.B.A. program is its unique implementation of an experiential learning orientation. Students engage in consulting activities with actual businesses throughout the State, the region, and, in some cases, internationally. Consulting engagements are arranged in conjunction with the *BrickStreet Center for Innovation and Entrepreneurship*, and typically involve teams of four to six students deployed on each engagement. Second, the program also incorporates seminar sessions where guest speakers are invited to relay professional and practical experiences, and/or practicum events where students interact with executives and administrators in solving case problems based on actual events at a given organization. Third, business theory, practice, and implementation tools are provided through traditional in-class delivery (eight-week courses). The program is designed for individuals with varying educational and professional backgrounds. Additionally, the full-time M.B.A. program includes Accounting and Economics boot camp courses, both of which are required for all students unless waived by the Program Coordinator. These courses are offered as Pass/Fail courses during the first summer term of the program.

Online Hybrid M.B.A. Program

The Online Hybrid M.B.A. plan of study requires 37 credit hours of graduate coursework. Students also have the opportunity to earn a graduate certificate in a specialized area by taking two additional courses. The program is designed for working professionals with varying educational and professional backgrounds. The program requires a minimum of two years of work experience. Students may enter the Online Hybrid M.B.A. program at the start of the fall or spring semester, completing the program two years later. In addition to the online curriculum, students are required to attend on-campus residencies (see program website for details).

Dual Degree Programs

The John Chambers College of Business of Economics offers a number of dual degree programs through the full-time and online hybrid M.B.A. programs. Please contact the Office of Graduate Programs for details regarding admission criteria and plans of study.

Dual degree programs in conjunction with the online hybrid M.B.A.:

- M.B.A./J.D.
- M.B.A./Pharm.D.
- M.B.A./M.S.N.

Financial Aid

Scholarships are available for the full-time M.B.A. program on a competitive basis.

FACULTY

ASSOCIATE DEAN FOR GRADUATE PROGRAMS, ACADEMIC OPERATIONS, AND RESEARCH

- Virginia Franke Kleist - Ph.D. (University of Pittsburgh)

ASSISTANT DEAN OF GRADUATE PROGRAMS

- W. Constina Charbonnette - Ed.D. (West Virginia University)

ON-CAMPUS MBA COORDINATOR

- Jack Dorminey - Ph.D. (Virginia Commonwealth University)

PROFESSORS

- Ednilson Bernardes - Ph.D. (University of Minnesota)
- Jack Fuller - Ph.D. (University of Arkansas)
- Richard Riley - Ph.D. (University of Tennessee)
- Christian Schaupp - Ph.D. (Virginia Tech)
- Paul Speaker - Ph.D. (Purdue University)
- Edward C. Tomlinson - Ph.D. (The Ohio State University)

ASSOCIATE PROFESSORS

- Naomi Boyd - Ph.D. (George Washington University)
- David Dawley - Ph.D. (Florida State University)
- John Deskins - Ph.D. (University of Tennessee)
- Jack Dorminey - Ph.D. (Virginia Commonwealth University)
- Jeff Houghton - Ph.D. (Virginia Polytechnic Institute and State University)
- Nancy McIntyre - Ph.D. (University of Rhode Island)
- Michael Walsh - Ph.D. (University of Pittsburgh)

RESEARCH ASSOCIATE

- Christiadi - Ph.D. (West Virginia University)

TEACHING ASSISTANT PROFESSOR

- David Cale - Ph.D. (Duquesne University)
- Cindy Dalton - M.B.A. (Waynesburg College)
- Janet L. Fraser - Ph.D. (Pennsylvania State University)
- Lisa K. Nix - Ph.D. (West Virginia University)
- Robert L. Waggoner - M.B.A. (University of Washington)

ADJUNCT PROFESSORS

- Jena T. Martin - LL.M. (University of Texas)
- Elizabeth A. Oppe - Ph.D. (Ohio University)

LECTURERS

- Robert B. Hammer - M.S. Finance (West Virginia University)
- Carole L. Kiger - M.B.A. (West Virginia University)
- Ryan A. Noon - M.S.I.R. (West Virginia University)

Admissions

FULL-TIME M.B.A. PROGRAM

To gain admission to the full-time M.B.A. program, an applicant must have a bachelor's degree from an accredited institution. Admissions decisions are based on an assessment of expected success in the program shown by the application materials and on space available. The Admissions Committee considers grade point average in all previous college-level work, as well as the grade-point average in the last 60 hours of coursework. Applications for admission to the M.B.A. program and official transcripts of all prior academic work should be submitted to the WVU Office of Graduate Admissions and Recruitment as early as possible. Applicants who have attended institutions other than WVU must request the registrar or records office of those institutions to forward a complete official transcript directly to the WVU Office of Graduate Admissions and Recruitment. The Graduate Management Admissions Test (GMAT) or the Graduate Record Examination (GRE) is required; however, the Program Coordinator may waive the score requirement for applicants who have a GPA of 3.5 or higher. The Admissions Committee takes no action on an application for admission to the full-time program until the applicant submits a GMAT or GRE score or has the requirement waived. Each applicant must also submit a resume, statement of purpose, and 1-3 letters of recommendation with the application. The priority deadline for the full-time M.B.A. program is March 1st of each year.

ONLINE HYBRID M.B.A. PROGRAM

To gain admission to the Online Hybrid M.B.A. program, an applicant must have a bachelor's degree from an accredited institution and a minimum of two years of full-time work experience post bachelor's degree. Admissions decisions are based on an assessment of expected success in the program shown by the application materials and on space available. The Graduate Management Admissions Test (GMAT) is required unless an applicant has a terminal degree. GMAT waivers may also be granted if the applicant has five or more years of professional work experience and an undergraduate GPA of 3.0 or better. Applicants must apply for the GMAT waiver; these requests are reviewed by the Admissions Committee. The applicant must have submitted an application to be considered for a GMAT waiver. Each applicant must submit a resume showing prior work experience. For applicants with less than five years of work experience, the GMAT and the undergraduate record provide the strongest indicators of success. For applicants with five or more years of experience, the Admissions Committee will place greater emphasis on the work history. For applicants with terminal degrees, the Admissions Committee may waive the GMAT requirement. Additionally, applicants are required to submit a statement of purpose and letters of reference. The priority deadline for receipt of applications and transcripts in the College's Office of Graduate Programs is July 1 for the fall intake and December 1 for the spring intake. Admission to the program is competitive and subject to space being available. Students applying for admission into the online hybrid M.B.A. program as a dual degree student are not required to have work experience.

M.B.A. Program

The M.B.A. requires that the candidate achieve a cumulative grade point average of at least 3.0 on all work counting toward the graduate degree. A regular graduate student whose cumulative grade point average falls below 2.75 will be placed on probation. If the average is not brought up to 2.75 by the end of the following semester, the student will be suspended from the program. A grade below C in more than one course taken while enrolled as a graduate student will result in suspension from the program. In addition, the student must maintain a 3.0 average in all work counting toward the graduate degree.

M.B.A. Requirements

A minimum GPA of 3.0 is required in all courses

A grade of C or higher must be earned in all required courses

BADM 551	Integrative Experiential Simulation	3
BADM 522	Statistical Decision Making	2
BADM 535	Organizational Behavior	3
BADM 571	Practicum 1	1
BADM 554	Leading Projects for Business Innovation	2
BADM 523	Decision Analytics	2
BADM 525	Marketing Management	2
BADM 531	Operations/Supply Chain	2
BADM 555	Financial Management	2
BADM 557	Experiential 1	3
BADM 572	Practicum 2	1
BADM 534	Technology for Business Development	2
BADM 536	Leading with Ethics	2
BADM 541	Business Strategy	2
BADM 556	Data Analytics for Management	3
BADM 591	Experiential 2	3
BADM 573	Practicum 3	1
Internship (Optional)		
BADM 558	Internship	

Total Hours

36

M.B.A. SUGGESTED PLAN OF STUDY

First Semester	Hours
Summer	
BADM 551	3
BADM 522	2
BADM 535	3
BADM 571	1
	9

Second Semester	Hours
Fall	
BADM 554	2
BADM 523	2
BADM 525	2
BADM 531	2
BADM 555	2
BADM 557	3
BADM 572	1
	14
Third Semester	Hours
Spring	
BADM 534	2
BADM 536	2
BADM 541	2
BADM 556	3
BADM 591	3
BADM 573	1
	13
Fourth Semester	Hours
Summer	
BADM 558	3
	3

Total credit hours: 39

Business Data Analytics Area of Emphasis Requirements

The Area of Emphasis in Business Data Analytics is intended to prepare MBA students to support the growing demand of expertise in dealing with big data. Students will be exposed to course work in business intelligence, data mining, statistical methods and best practices for presenting and implementing finds.

Course Requirements. In order to satisfy the requirements of the Area of Emphasis, a student must completed the required courses below. Note, that a cumulative GPA of 3.0 is required for graduation from the MBA program. The courses and grades from the Area of Emphasis will be counted towards a student's cumulative GPA (a C or better is required in courses, with an overall cumulative GPA of 3.0) in the MBA program.

BUDA 510	Foundations of Business Intelligence	3
BUDA 520	Data Management	3
BUDA 525	Business Statistical Methods 1	3
BUDA 535	Business Data Mining	3
BUDA 550	Business Data Visualization	3
Total Hours		15

The MBA/EMBA students will be required to have a quantitative background to be eligible for this AoE. This could include degrees in STEM or have work experience where there is a significant quantitative work responsibilities.

Energy Finance Area of Emphasis Requirements

The Area of Emphasis in Energy Finance is intended to prepare MBA students to work in the growing energy industry. Students will be exposed to course work in finance, law and ethics and risk management as it pertains to the field of energy.

Course Requirements. In order to satisfy the requirements of the Area of Emphasis, a student must have completed the required courses with a passing grades. Note, that a cumulative GPA of 3.0 is required for graduation from the MBA program. The courses and grades from the Area of Emphasis will be counted towards a student's cumulative GPA in the MBA program.

FIN 530	Energy Financial Economics	3
FIN 531	Energy Law/Regulation/Ethics	3
FIN 532	Energy Financial Accounting	3

FIN 533	Energy Financial Risk Management	3
Total Hours		12

Finance Area of Emphasis Requirements

4 courses from the M.S. in Finance course offerings *		12
Total Hours		12

* The Finance Area of Emphasis (AOE) is optional. If a student elects to complete the AOE, the requirements listed above must be completed in addition to the M.B.A. requirements.

Forensic Accounting and Fraud Examination Area of Emphasis Requirements

The Area of Emphasis in Forensic Accounting and Fraud Examination is intended to prepare MBA students to work in the growing field of white collar crime. Students will be exposed to course work in detection, prevention, examination/deterrence and remediation of white-collar crime.

Course Requirements. In order to satisfy the requirements of the Area of Emphasis, a student must have completed the required courses with a passing grade (a grade of C or better). Note, that a cumulative GPA of 3.0 is required for graduation from the MBA program. The courses and grades from the Area of Emphasis will be counted towards a student's cumulative GPA in the MBA program. The courses will be required for the Area of Emphasis in a prescriptive plan of study.

ACCT 581	Fraud Investigation	3
ACCT 582	Fraud Data Analysis	3
ACCT 583	Fraud: Criminology/Legal Issues	3
ACCT 584	Advanced Fraud Investigation	3
Total Hours		12

Human Resources Area of Emphasis Requirements

The Area of Emphasis in Human Resources is intended to prepare MBA students to develop knowledge in the field of human resources. Students will be exposed to course work in human resources and training and development.

Course Requirements. In order to satisfy the requirements of the Area of Emphasis, a student must have completed the required courses with a passing grade (a grade of C or better). Note, that a cumulative GPA of 3.0 is required for graduation from the MBA program. The courses and grades from the Area of Emphasis will be counted towards a student's cumulative GPA in the MBA program. The courses will be required for the Area of Emphasis in a prescriptive plan of study.

ILR 505	Employment Law	3
ILR 509	Talent Acquisition	3
ILR 543	Negotiation Strategy	3
ILR 546	Training and Development	3
Total Hours		12

Online Hybrid MBA Requirements

The Online Hybrid MBA program requires that the candidate achieve a cumulative grade point average of at least 3.0 on all work counting toward the graduate degree. A regular graduate student whose cumulative grade point average falls below 2.75 will be placed on probation. If the average is not brought up to 2.75 by the end of the following semester, the student will be suspended from the program. A grade below C in more than one course taken while enrolled as a graduate student will result in suspension from the program. In addition, the student must maintain a 3.0 average in all work counting toward the graduate degree.

Management Information Systems		2
BADM 611	Management Information Systems	
Managerial and Team Skills		2
BADM 612	Managerial and Team Skills	
BADM 621	Business Research	3
BADM 622	Financial Statements Analysis	3
BADM 623	Strategy	3
BADM 632	Corporate Finance	3
BADM 641	Decision Analysis for Executives	3

BADM 644	Legal Environment and Ethics	3
Marketing Strategy		2
BADM 652	Marketing Strategy	
BADM 653	Integrated Global Business	3
BADM 691	Advanced Topics (Macro/Managerial Economics)	4
BADM Electives (600-level BADM courses)		6
Residency 1		
Residency 2		
Total Hours		37

Online Hybrid MBA Suggested Plan of Study

First Year

Fall	Hours Spring	Hours Summer	Hours
Managerial and Team Skills	2 BADM 641	3 BADM 691 (Macro/Managerial Economics)	4
BADM 612	Management Information Systems	2 BADM 644	3
BADM 621	3 BADM 611		
BADM 622	3 BADM 632	3	
	8	8	7

Second Year

Fall	Hours Spring	Hours
BADM 623	3 BADM 653	3
Marketing Strategy	2 Elective	3
BADM 652		
Elective	3	
	8	6

Total credit hours: 37

Business Data Analytics Area of Emphasis Requirements

The Area of Emphasis in Business Data Analytics is intended to prepare MBA students to support the growing demand of expertise in dealing with big data. Students will be exposed to course work in business intelligence, data mining, statistical methods and best practices for presenting and implementing finds.

Course Requirements. In order to satisfy the requirements of the Area of Emphasis, a student must completed the required courses below. Note, that a cumulative GPA of 3.0 is required for graduation from the MBA program. The courses and grades from the Area of Emphasis will be counted towards a student's cumulative GPA (a C or better is required in courses, with an overall cumulative GPA of 3.0) in the MBA program.

BUDA 510	Foundations of Business Intelligence	3
BUDA 520	Data Management	3
BUDA 525	Business Statistical Methods 1	3
BUDA 535	Business Data Mining	3
BUDA 550	Business Data Visualization	3
Total Hours		15

The MBA/EMBA students will be required to have a quantitative background to be eligible for this AoE. This could include degrees in STEM or have work experience where there is a significant quantitative work responsibilities.

Energy Finance Area of Emphasis Requirements

The Area of Emphasis in Energy Finance is intended to prepare MBA students to work in the growing energy industry. Students will be exposed to course work in finance, law and ethics and risk management as it pertains to the field of energy.

Course Requirements. In order to satisfy the requirements of the Area of Emphasis, a student must have completed the required courses with a passing grades. Note, that a cumulative GPA of 3.0 is required for graduation from the MBA program. The courses and grades from the Area of Emphasis will be counted towards a student's cumulative GPA in the MBA program.

FIN 530	Energy Financial Economics	3
FIN 531	Energy Law/Regulation/Ethics	3
FIN 532	Energy Financial Accounting	3
FIN 533	Energy Financial Risk Management	3
Total Hours		12

Integrated Marketing Communications Area of Emphasis Requirements

The Integrated Marketing Communications AOE is intended to prepare non-IMC students for careers utilizing an integrated marketing communications strategy. Students will be exposed to course work focused in IMC, audience insight and behavior, brand management and emerging media.

Course Requirements. To satisfy the requirements of the Integrated Marketing Communications Area of Emphasis, a student must complete the four required courses below.

- For MBA students, two of the courses required for an AOE in IMC may also be applied to a student's elective requirement, with the other two taken in addition to their MBA degree requirements. Note that a cumulative GPA of 3.0 is required for graduation from the Online Hybrid MBA program. The courses and grades from the Area of Emphasis will be counted towards a student's cumulative GPA (a C- or better is required in courses, with an overall cumulative GPA of 3.0) in the MBA program.
- For DMC students, one of the courses required for an AOE may also be applied to an DMC student's elective requirement, with the other three taken in addition to the general IMC master's degree requirements. Note that a cumulative GPA of 2.75 is required for graduation from the DMC program. Courses and grades from the Area of Emphasis will be counted towards a student's cumulative GPA (a C- or better is required in courses, with an overall cumulative GPA of 2.75) in the IMC program.

IMC 610	Introduction to Integrated Marketing Communications	3
IMC 612	Audience Insight	3
IMC 613	Brand Equity Management	3
IMC 619	Emerging Media and the Market	3
Total Hours		12

EMBA students who elect to enroll in this Area of Emphasis will be required to complete IMC 610 before moving on to the other courses in the Area of Emphasis.

Major Learning Outcomes

FULL-TIME MASTER OF BUSINESS ADMINISTRATION PROGRAM

Learning goal #1: Students will be able to integrate and apply the functional areas of business to experiential business problems

Learning goal #2: Students will be able to identify problems, collect appropriate data and analyze the data to make informed management decisions

Learning goal #3: Students will be able to articulate a succinct business analysis and make recommendations

Learning goal #4: Students will be able to make management decisions in an ethical and socially responsible manner

Learning goal #5: Students will be able to effectively manage teams and work units and implement strategies to achieve organizational goals

ONLINE HYBRID MASTER OF BUSINESS ADMINISTRATION PROGRAM

Learning goal #1:: Students will be able to integrate the functional areas of business into management decisions in a global environment

Learning goal #2: Students will be able to identify problems, collect appropriate data and analyze the data to make informed management decisions

Learning goal #3: Students will be able to articulate a succinct business analysis and make recommendations

Learning goal #4: Students will be able to make management decisions in an ethically sensitive and socially responsible manner

Learning goal #5: Students will be effective team members in a virtual environment

Learning goal #6: Students will be an effective leader who influences people toward the attainment of organizational goals

COURSES

BADM 501. Micro/Macro Economics. 2 Hours.

PR: Good standing in the MBA program and consent from the program director and course instructor. In this course in economics we use the “economic way of thinking” to help us understand how human systems of producing and distributing goods and services behave at the individual and aggregate levels. While much of the course involves the development of a theoretical underpinning to understand economic behavior, a significant portion is devoted to “real world” applications.

BADM 502. Financial/Managerial Accounting. 3 Hours.

PR: Good standing in the MBA program and consent from the program director and course instructor. The course covers theory and practice with respect to accounting for liabilities and stockholder's equity; special problems peculiar to financial accounting; analysis of financial statements and changes in financial position; use of financial and managerial accounting concepts and techniques in planning, decision making, and controlling operations.

BADM 503. Financial and Managerial Accounting Bootcamp. 3 Hours.

The course covers theory and practice with respect to accounting for liabilities and stockholder's equity; special problems peculiar to financial accounting; analysis of financial statements and changes in financial position; use of financial and managerial accounting concepts and techniques in planning, decision making, and controlling operations.

BADM 504. Micro/Macroeconomics Bootcamp. 3 Hours.

In this course in economics we use the “economic way of thinking” to help us understand how human systems of producing and distributing goods and services behave at the individual and aggregate levels. While much of the course involves the development of a theoretical underpinning to understand economic behavior, a significant portion is devoted to “real world” applications.

BADM 511. Managerial Economics. 3 Hours.

Survey of microeconomic markets in the U.S. economy. Provides a foundation of economic understanding for use in managerial decision-making. Topics covered include supply, demand, markets, pricing practices, and firm strategies in contestable markets.

BADM 512. Law, Ethics and Diversity. 3 Hours.

An overview of the impact of legal, societal, and ethical considerations on business decision-making and strategic planning.

BADM 521. Global Environment. 2 Hours.

Insight into the major current global economic and business issues, challenges, and opportunities facing the United States and the rest of the world; acquaints students with the dynamic forces that will shape the future.

BADM 522. Statistical Decision Making. 2 Hours.

PR: Good standing in the MBA program and consent from the program director and course instructor. The primary objective of this course is understanding how quantitative methods enable and support informed decision-making. Statistical analyses are important to businesses and provides a foundation for informed decision-making. This course will address methods of collecting data and how to derive information from data, including concepts of relationships, probability, confidence interval estimation, and hypothesis testing among other topics.

BADM 523. Decision Analysis. 2 Hours.

PR: Good standing in the MBA program and consent from the program director and course instructor. Success in this two-course sequence will require a comprehensive understanding of accounting, finance, management, marketing and operations research methods. We all encounter multiple decisions in life and business. Decision analysis may help determine the outcomes of different alternatives. This course will use decision analysis, mathematical decision model building, and spreadsheet modeling to solve real-world business problems.

BADM 524. Financial Accounting. 3 Hours.

Covers the accounting principles underlying financial statements and their evaluation for planning, decision making, and control, and the basic functioning of capital markets.

BADM 525. Marketing Management. 2 Hours.

PR: Good standing in the MBA program and consent from the program director and course instructor. Success in this two-course sequence will require a comprehensive understanding of accounting, finance, management, marketing and operations research methods. This is a case based course and provides an overview of the marketing discipline, focusing on managerial decision-making in marketing. It covers marketing decisions on strategy, marketing intelligence, consumer behavior, segmentation, branding, pricing, distribution, promotions, and ethics. The course reviews how marketing management works and how a marketing program should be developed and managed.

BADM 526. Marketing and Business Research. 2 Hours.

Examination of primary research techniques including sampling theory, qualitative methodologies, data collection, and analysis. Emphasis placed on consumer research.

BADM 527. Macroeconomic. 3 Hours.

Explores how monetary and fiscal policies influence macroeconomic performance, and how macroeconomics issues affect business profitability and success. Multi-disciplinary approach that synthesizes macroeconomic, business strategy, and management perspectives.

BADM 528. Managerial Accounting. 3 Hours.

Builds upon the financial management and accounting concepts with new topics in valuation, capital budgeting, performance measurement, working capital management, and capital structure.

BADM 531. Supply Chain Design and Innovation. 2 Hours.

PR: Good standing in the MBA program and consent from the program director and course instructor. Cover selected topics and tools from each functional element of SCM and how they relate to other functional areas and business success. Through a number of experiential learning activities, discuss some analytical tools, major concepts, disruptive technologies, contemporary techniques and innovation necessary to solve, or be conversant about, supply chain issues at the strategic and tactical level.

BADM 532. Corporate Finance. 3 Hours.

Deals with the financial management of commercial firms. Topics include how assets should be managed, what assets should be purchased, and how these purchases should be financed.

BADM 533. Global Marketing Strategy. 4 Hours.

Emphasizes the formulation of both global and domestic marketing strategies and the development of analytical and decision-making capabilities. Research projects and simulations will be used to illustrate specific business situations.

BADM 534. Technology for Business Development. 2 Hours.

PR: Good standing in the MBA program and consent from the program director and course instructor, Success in this two-course sequence will require a comprehensive understanding of accounting, finance, management, marketing and operations research methods. This course focuses on the managerial aspects of information systems (the m in MIS) for business development. The student is expected to learn, think and act as an executive level manager in understanding and assessing the use of information systems to promote success in organizations. The student will also learn how to assess emerging, new technologies from business management perspectives.

BADM 535. Organizational Behavior. 3 Hours.

PR: Good standing in the MBA program and consent from the program director and course instructor. Focus on understanding human behavior, primarily in an organizational context, with the applied purpose of helping the student to become a more effective manager, leader, team member, and organizational member. Examination of basic theories of human behavior and individual differences as a foundation for a study of the process of energizing and directing behavior (of both self and others).

BADM 536. Leading with Ethics. 2 Hours.

PR: Good standing in the MBA program and consent from the program director and course instructor. This course provides different perspectives and approaches to leadership practice. A central theme of the course will be going beyond traditional leadership practices to examine empowering and ethical leadership approaches and contemporary leadership challenges. The overall objective of this course is to increase students' understanding of and ability to apply contemporary ethical leadership knowledge in work situations.

BADM 541. Business Strategy. 3 Hours.

Considers the business organization as a whole from a general management perspective to strategy making. Provides analytical tools and frameworks used for identifying and analyzing key strategic issues facing firms today.

BADM 542. Personal Financial Planning. 3 Hours.

Detailed review of the planning areas: budgeting, insurance, investment, credit management, retirement, and estate planning.

BADM 543. Seminar on Leadership. 2 Hours.

The nature of leadership in complex organizations. Students discuss the purpose of leadership, examples of leadership skills, and the methods used by influential leaders in society.

BADM 551. Global Planning and Strategy. 3 Hours.

PR: Good standing in the MBA program and consent from the program director and course instructor. Explores the various strategic options available to companies in order to compete in the global marketplace and places emphasis on vision/mission identification and objective setting, business creation, global strategic development, business plan creation, venture capital financing, conducting operations, doing so successfully in face of competition from other firms, all in an effort to earn a profit for its shareholders.

BADM 552. Global Accounting and Finance. 2 Hours.

Introduces fundamentals of global financial management for corporations. Currency risk is explored in the short and medium term framework and exposure management strategies are considered.

BADM 553. Service Learning. 2 Hours.

Topics included in this course are federal employment law, job analysis, HR planning, recruitment/selection, performance appraisal and compensation.

BADM 554. Leading Projects for Business Innovation. 2 Hours.

PR: Good standing in the MBA program and consent from the program director and course instructor. Through a case study approach, students will practice intentional and systematic competencies that will assist them in solving problems in business settings. The course will explore approaches from the most innovative companies to draw insights from their approaches. The course will provide students with a foundation for managing projects and experiential opportunities to apply their insights.

BADM 555. Financial Management. 2 Hours.

In this course, we will examine the capital decisions of the firm. The foundation for corporate decisions is formed through principles of microeconomic theory, using the accounting principles underlying financial statements to organize information. The analysis includes a consideration of financial markets, intertemporal comparisons of opportunities, and the elements of the decision-making criteria for the financial manager.

BADM 556. Data Analytics for Management. 3 Hours.

PR: Good standing in the MBA Program. This course will examine critical aspects of Data Analytics for Management, allowing the student to inform and evaluate organizational decision making. The core components include obtaining a high-level overview of the topics of Business Intelligence, Data Collection, Data Management and Inquiry, Business Statistics, Data Modeling, Decision Science and Analytics, Simulation Modeling and Data Visualization.

BADM 557. Experiential 1. 3 Hours.

PR: Good standing in the MBA Program. The two-course cluster provides experiential learning opportunities through which students can develop and sharpen their professional skills. This is accomplished through consultative and advisory projects involving external clientele. Through client-based projects, students engage in teamwork, professional communication, and the direct application of academic knowledge, all of which is grounded in the reality of a bona fide organizational need.

BADM 558. MBA Internship. 3 Hours.

PR: Acceptance to the MBA program and qualifying internship. The bulk of this course will be hands-on practical work experience with the internship employer and reports of progress to the internship coordinator. This course provides the MBA candidate with an opportunity to gain professional experience and complement the overall MBA curriculum with a real-world hand on experience.

BADM 561A. Readings in Global Business-Travel. 1 Hour.

Travel portion of BADM 561. See 561 for complete description.

BADM 562A. International Business-Travel. 1 Hour.

Travel portion of BADM 562. See 562 for complete description.

BADM 563. Essentials of Business. 2-4 Hours.

The course develops the leadership capacity of the individual by strengthening critical thinking skills, executive analysis ability, and decision-making processes.

BADM 571. Professional Development Practicum 1. 1 Hour.

PR: Acceptance to the MBA program. The course offers practicum experiences that provide professional and career development opportunities. The course is designed to build career management skill sets that will assist the student not only in obtaining a professional position upon graduation, but will be utilized throughout the evolution of his/her career. This course is a one credit hour course in a three-course sequence.

BADM 572. Professional Development Practicum 2. 1 Hour.

The course offers additional practicum experiences that provide professional and career development opportunities that are designed to build career management skills that will assist the student in obtaining a professional position and be utilized throughout the student's career. Particular emphasis is placed on resume refinement and interviewing and networking skill development. This is the second course in a three-course sequence.

BADM 573. Professional Development Practicum 3. 1 Hour.

This is the third course in a three-course sequence. The course offers additional practicum experiences that provide professional and career development opportunities that are designed to build career management skills that will assist the student in obtaining a professional position and be utilized throughout the student's career. Particular emphasis is placed on resume refinement and interviewing and networking skill development.

BADM 591. Advanced Topics. 1-6 Hours.

PR: Consent. Investigation of advanced topics not covered in regularly scheduled courses.

BADM 592. Directed Study. 1-6 Hours.

Directed study, reading and/or research.

BADM 593. Special Topics. 1-6 Hours.

A study of contemporary topics selected from recent developments in the field.

BADM 595. Independent Study. 1-6 Hours.

Faculty supervised study of topics not available through regular course offerings.

BADM 611. Management Information Systems. 3 Hours.

This course focuses on the management of information and technology in business, and uses lectures, case analysis, and hands-on exercises to explore software tools used in business decision-making.

BADM 612. Managerial and Team Skills. 3 Hours.

Introduces, develops, and enhances managerial skills for complex organizations. Explores managerial philosophies, one's own managerial style, and the dynamics of working groups and teams.

BADM 613. Macroeconomics. 3 Hours.

Explores how monetary and fiscal policies influence macroeconomic performance, and how macroeconomics impacts business profitability and success. Multi-disciplinary approach that synthesizes macro-economic, business strategy, and management perspectives.

BADM 614. Health Services Management. 3 Hours.

This course offers students an introduction to environmental issues, organizational structures, and financial control mechanisms that affect the healthcare management process.

BADM 615. Applied Business and Economics Statistics. 3 Hours.

Survey of major statistical methods used in business, economic, and medical research including descriptive statistics, probability, sampling distributions, hypothesis testing, estimation, linear regression, time series, and forecasting.

BADM 621. Business Research. 3 Hours.

Develops skills in data- driven, fact-based decision making; develops the ability to critically evaluate research proposals and studies which rely on business research; provides a basic understanding of reading and conducting empirical research.

BADM 622. Financial Statements Analysis. 3 Hours.

Provides an overview of the current financial reporting process. Includes discussion of the respective reporting vehicles, financial statements, and the alternatives available which affect the reporting process.

BADM 623. Strategy. 3 Hours.

Considers the relationship between the individual firm and the forces of the global economy; market research and strategy. Provides analytical tools and frameworks used for identifying and analyzing key strategic issues facing firms today.

BADM 624. Economic Decision-Making. 2 Hours.

A microeconomic survey of markets designed to prepare students for further work in the area of health economics.

BADM 625. Financial Statements. 2 Hours.

Examines financial management and accounting concepts and techniques applicable to health care organizations, including financial accounting and financial statement analysis.

BADM 626. Health Economics. 4 Hours.

The context of health care; the use of economic methods to understand the organization of the industry and the behaviors of its participants (consumers, producers, and regulators.).

BADM 627. Organization Behavior in Health Services. 2 Hours.

Examines behavioral issues confronted in health care organizations. Addresses both managerial and employee perspectives and explores such issues as power sharing, motivation, decision making, empowerment, change, and organizational renewal.

BADM 631. Managerial Economics. 3 Hours.

Provides a solid foundation of economic understanding for use in managerial decision-making. Topics covered include supply, demand, markets, pricing practices, and firm strategies in contestable markets.

BADM 632. Corporate Finance. 3 Hours.

Examines the capital decisions of the firm. This includes a review of the major funding sources for the form and the elements of the decision-making, planning, and the interface between business, government, and society.

BADM 633. Leadership. 3 Hours.

Topics include leadership concepts and practices designed to motivate and support an organization's workforce. Students discuss principles of leadership and explore how these principles affect traditional human resource management topics.

BADM 634. Health Services Marketing. 2 Hours.

This course offers students an introduction to marketing concepts and tools and an understanding of how to use these tools in analyzing and addressing healthcare marketing issues.

BADM 635. Database Management. 1 Hour.

Covers basic database design concepts for relational databases in a personal computer environment. Students get hands-on experience designing and using tables, queries, reports, and forms.

BADM 636. Managerial Accounting. 3 Hours.

Builds upon the financial management and accounting concepts with new topics in valuation, capital budgeting, performance measurement, working capital management, and capital structure in health services.

BADM 637. Organizational Processes and Medical Ethics. 4 Hours.

Behavioral and ethical issues confronted in health service organizations. Explores the changing organizational landscapes, group and team processes, organizational and medical ethics, and organizational change.

BADM 638. Operation and Supply Chain Management. 3 Hours.

Considers the concepts of supply chain management and the design/operation of productive systems. Emphasizes quality, competitiveness, and their implications for strategy and the use of analysis tools of management science and statistics.

BADM 641. Decision Analysis for Executives. 3 Hours.

Applied mathematical course in solving business problems and decision making issues from a general managerial perspective with particular emphasis on the operations management area of the organization.

BADM 642. Managerial Cost Accounting. 2 Hours.

An introduction to internal accounting techniques used by an organization's managers when they are faced with planning, directing, controlling, or decision-making in their organizations.

BADM 643. Working Capital Management. 2 Hours.

Relates the long-term strategy to the short-term requirements of the firm. Topics include cash management, inventory management, receivables management, leasing, and the distribution of gains to shareholders.

BADM 644. Legal Environment and Ethics. 3 Hours.

An overview of the legal system and the legal and ethical issues relevant to business decision-making, planning, and the interface between business, government, and society.

BADM 645. Corporate Control. 4 Hours.

Builds upon accounting and finance foundations by applying the methods and techniques to various health care related cases.

BADM 646. Management Science and Health Services. 3 Hours.

A quantitative course utilizing and building upon applied mathematical skills in solving managerial business problems and decision-making situations in a health service environment.

BADM 647. Market Strategies and Health Services. 3 Hours.

The application of marketing concepts to problems in health services management. Uses a computer simulation requiring sound creation, analysis, and implementation of marketing plans with a strong emphasis on thinking and analytical skills.

BADM 651. Personal Financial Planning. 3 Hours.

Discussion of individual financial situations in the following areas: budgeting, insurance coverage, investment planning, credit management, retirement planning and estate planning.

BADM 652. Marketing Strategy. 3 Hours.

Application of marketing concepts to a business environment to enhance understanding of market-driven organizations with emphasis on the process of planning and executing then conception, pricing, promotion, and distribution of ideas, goods and services.

BADM 653. Integrated Global Business. 3 Hours.

Explores the various strategic planning options available to companies in order to compete in the global marketplace.

BADM 654. Advanced Topics Seminar. 2 Hours.

Focuses on topics of current interest in business and economics to meet student and programmatic needs.

BADM 655. Health Services Strategy. 3 Hours.

Course on strategic management and planning with a focus on the formulation, implementation, and evaluation of strategic decisions in health care organizations.

BADM 656. Law and Medicine. 2 Hours.

An overview of general principles of law applicable to the delivery of financing in health care and an analysis of specific applications to those principles.

BADM 657. Seminar: Not-for-Profit Issues. 3 Hours.

Advanced topics seminar covering up-to-date issues in the not-for-profit sectors of health services.

BADM 658. Communication & Public Relations for Executives. 3 Hours.

The course provides a study of public relations, reputation management and communication. The course includes an introduction to communication strategy, function and performance. Students will be introduced to the principles of executive and personal branding; media relations; community relations; multicultural and multigenerational communication; integrated marketing communication; crisis communication; social media; and how organizations manage relationships with important audiences.

BADM 661. Executive Project 1. 1 Hour.

This course provides an opportunity to develop and demonstrate project management skills through the preparation and presentation of a feasibility study of a proposed project/business implementation plan.

BADM 662. Executive Project 2. 2 Hours.

This course provides an opportunity to develop and demonstrate project management skills through the preparation and presentation of a full and complete project/business implementation plan.

BADM 691. Advanced Topics. 1-6 Hours.

PR: Consent. Investigation of advanced topics not covered in regularly scheduled courses.

BADM 693. Special Topics. 1-6 Hours.

A study of contemporary topics selected from recent developments in the field.

BADM 694. Seminar. 1-6 Hours.

Special seminars arranged for advanced graduate students.

BADM 695. Independent Study. 1-6 Hours.

Faculty supervised study of topics not available through regular course offerings.

BADM 712. Linear Statistical Models. 3 Hours.

PR: BADM 710. Students learn to analyze data in the performance of research on business problems using techniques based on linear models including multiple regression, analysis of variance, and the design of experiments.

BADM 750. International Marketing. 3 Hours.

PR: BADM 710. Graduate-level introduction to international marketing. Emphasis on major theories, issues, and literature regarding all aspects of marketing in regional and international contexts.

BADM 900. Professional Development. 1-6 Hours.

Course provides skill renewal or enhancement in a professional field or content area (e.g., education, community health, geology). The continuing education courses are graded on a satisfactory or unsatisfactory grading scale and do not apply as graduate credit toward a degree program.

BADM 930. Professional Development. 1-6 Hours.

Professional development courses provide skill renewal or enhancement in a professional field or content area (e.g., education, community health, geology). The continuing education courses are graded on a satisfactory or unsatisfactory grading scale and do not apply as graduate credit toward a degree program.