Master of Business Administration

The master of business administration program is accredited by the AACSB. The program is offered in two formats. An accelerated full-time, day-class program in Morgantown can be completed in 12 months while an 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 College of Business and Economics’ Master of Business Administration (MBA) is a full-time, on-campus program beginning in June with graduation the following May. The WVU MBA program prepares students for business leadership and administration primarily through three developmental avenues. First, at the core of the WVU MBA 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 (8-week courses). The program is designed for individuals with varying educational and professional backgrounds. Students must have pre-requisite courses to be eligible for the program: ACCT 201, ACCT 202, ECON 201, and ECON 225 or STAT 211. If students are applying to the M.B.A. program from outside WVU, the course descriptions can be used to match courses at other institutions. Students not able to meet the prerequisite coursework prior to completing their undergraduate degree can meet this requirement via on-campus bootcamps that precede the start of the program.

Online Hybrid M.B.A. Program

The online hybrid M.B.A. plan of study requires forty-eight credit hours of graduate credit. 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 either the fall or spring semester, completing the program two years later. In addition to the online curriculum, four 3-4 day residencies are required. The residencies occur once a semester.

Dual Degree Programs

The College of Business of Economics offers a number of dual programs through both the full-time and the executive 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 AND RESEARCH IMPACT
- Mark Gavin - Ph.D. (Purdue University)

ASSISTANT DEAN OF GRADUATE PROGRAMS
- Elizabeth Vitullo - Ph.D. (West Virginia University)
ON-CAMPUS MBA COORDINATOR

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

PROFESSORS

- Jack Fuller - Ph.D. (University of Arkansas)
- Mark Gavin - Ph.D. (Purdue University)
- Usha Haley - Ph.D. (New York University)
- Clifford Hawley - Ph.D. (Duke University)
- Richard Riley - Ph.D. (University of Tennessee)
- Virginia Kleist - Ph.D. (University of Pittsburgh)
- William Riley - Ph.D. (University of Arkansas)
- Christian Schaupp - Ph.D. (Virginia Tech)

ASSOCIATE PROFESSORS

- Ednilson Bernardes - Ph.D. (University of Minnesota)
- Gerald Blakely - Ph.D. (University of North Carolina)
- 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)
- Graham Peace - Ph.D. (University of Pittsburgh)
- Paul Speaker - Ph.D. (Purdue University)
- Abhishek Srivastava - Ph.D. (University of Maryland)
- Michael Walsh - Ph.D. (University of Pittsburgh)

VISITING PROFESSOR

- Nicholas Apostolou - D.B.A. (University of Tennessee)

RESEARCH ASSOCIATE

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

DIRECTOR

- Steve Cutright - M.B.A. (West Virginia University)
- Kellyn Smith - M.S.I.R. (West Virginia University)

TEACHING ASSISTANT PROFESSOR

- David Cale - Ph.D. (Duquesne University)
- Cindy Dalton - M.B.A. (Waynesburg College)
- Frank DeGeorge - M.S.A. (Duquesne University)

Admissions to the 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 and also the grade-point average in the last sixty 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 Admissions 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 Admissions. The Graduate Management Admissions Test (GMAT) or the Graduate Record Examination (GRE) is required and 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. Each applicant must also submit a resume, statement of purpose and letters of recommendation with the application. The priority deadline for the full-time M.B.A. program is March 1st of each year.
Admissions to the 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 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

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Hours</th>
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<tbody>
<tr>
<td>BADM 551</td>
<td>Integrative Experiential Simulation</td>
<td>3</td>
</tr>
<tr>
<td>BADM 522</td>
<td>Statistical Decision Making</td>
<td>2</td>
</tr>
<tr>
<td>BADM 535</td>
<td>Organizational Behavior</td>
<td>3</td>
</tr>
<tr>
<td>BADM 571</td>
<td>Practicum 1</td>
<td>1</td>
</tr>
<tr>
<td>BADM 554</td>
<td>Leading Projects for Business Innovation</td>
<td>2</td>
</tr>
<tr>
<td>BADM 523</td>
<td>Decision Analytics</td>
<td>2</td>
</tr>
<tr>
<td>BADM 525</td>
<td>Marketing Management</td>
<td>2</td>
</tr>
<tr>
<td>BADM 531</td>
<td>Operations/Supply Chain</td>
<td>2</td>
</tr>
<tr>
<td>BADM 555</td>
<td>Financial Management</td>
<td>2</td>
</tr>
<tr>
<td>BADM 557</td>
<td>Experiential 1</td>
<td>3</td>
</tr>
<tr>
<td>BADM 572</td>
<td>Practicum 2</td>
<td>1</td>
</tr>
<tr>
<td>BADM 534</td>
<td>Technology for Business Development</td>
<td>2</td>
</tr>
<tr>
<td>BADM 536</td>
<td>Leading with Ethics</td>
<td>2</td>
</tr>
<tr>
<td>BADM 541</td>
<td>Business Strategy</td>
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<td>BADM 556</td>
<td>Data Analytics for Management</td>
<td>3</td>
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<tr>
<td>BADM 591</td>
<td>Experiential 2</td>
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<tr>
<td>BADM 558</td>
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Total Hours 36

M.B.A. SUGGESTED PLAN OF STUDY

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<th>First Semester</th>
<th>Hours</th>
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<td>Summer</td>
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<td>BADM 551</td>
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<td></td>
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<tr>
<td>Second Semester</td>
<td>Hours</td>
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<tr>
<td>-----------------</td>
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</tr>
<tr>
<td>Fall</td>
<td></td>
</tr>
<tr>
<td>BADM 554</td>
<td>2</td>
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<td>BADM 523</td>
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<td>BADM 525</td>
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<table>
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<tr>
<th>Third Semester</th>
<th>Hours</th>
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<tr>
<td>BADM 534</td>
<td>2</td>
</tr>
<tr>
<td>BADM 536</td>
<td>2</td>
</tr>
<tr>
<td>BADM 541</td>
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</tr>
<tr>
<td>BADM 556</td>
<td>3</td>
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<td>BADM 591</td>
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<table>
<thead>
<tr>
<th>Fourth Semester</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Summer</td>
<td></td>
</tr>
<tr>
<td>BADM 558</td>
<td>3</td>
</tr>
</tbody>
</table>

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.

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Hours</th>
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</thead>
<tbody>
<tr>
<td>BUDA 510</td>
<td>Foundations of Business Intelligence</td>
<td>3</td>
</tr>
<tr>
<td>BUDA 520</td>
<td>Data Management</td>
<td>3</td>
</tr>
<tr>
<td>BUDA 525</td>
<td>Business Statistical Methods 1</td>
<td>3</td>
</tr>
<tr>
<td>BUDA 535</td>
<td>Business Data Mining</td>
<td>3</td>
</tr>
<tr>
<td>BUDA 550</td>
<td>Business Data Visualization</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td><strong>Total Hours</strong></td>
<td><strong>15</strong></td>
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</tbody>
</table>

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.

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Hours</th>
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</thead>
<tbody>
<tr>
<td>FIN 530</td>
<td>Energy Financial Economics</td>
<td>3</td>
</tr>
<tr>
<td>FIN 531</td>
<td>Energy Law/Regulation/Ethics</td>
<td>3</td>
</tr>
<tr>
<td>FIN 532</td>
<td>Energy Financial Accounting</td>
<td>3</td>
</tr>
</tbody>
</table>
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

Executive M.B.A. Requirements

BADM 611  Management Information Systems  3
BADM 612  Managerial and Team Skills  3
BADM 613  Macroeconomics  3
BADM 621  Business Research  3
BADM 622  Financial Statements Analysis  3
BADM 623  Strategy  3
BADM 631  Managerial Economics  3
BADM 632  Corporate Finance  3
BADM 633  Leadership  3
BADM 641  Decision Analysis for Executives  3
BADM 644  Legal Environment and Ethics  3
BADM 652  Marketing Strategy  3
BADM 653  Integrated Global Business  3
BADM 661  Executive Project 1  1
Choose two of the following:

- BADM 638 Operation and Supply Chain Management
- BADM 651 Personal Financial Planning
- ILR 543 Negotiation Strategy
- MKTG 440 Export Management

Total Hours: 48

Executive M.B.A Suggested Plan of Study

First Year

<table>
<thead>
<tr>
<th>Course</th>
<th>Fall Hours</th>
<th>Spring Hours</th>
<th>Summer Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>BADM 612</td>
<td>3</td>
<td>3 BADM 641</td>
<td>3 BADM 613</td>
</tr>
<tr>
<td>BADM 621</td>
<td>3</td>
<td>3 BADM 631</td>
<td>3 BADM 644</td>
</tr>
<tr>
<td>BADM 622</td>
<td>3</td>
<td>3 BADM 623</td>
<td>3</td>
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Total Hours: 9 + 9 + 6 = 24

Second Year

<table>
<thead>
<tr>
<th>Course</th>
<th>Fall Hours</th>
<th>Spring Hours</th>
<th>Summer Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>BADM 652</td>
<td>3</td>
<td>3 BADM 633</td>
<td>3 Electives</td>
</tr>
<tr>
<td>BADM 632</td>
<td>3</td>
<td>3 BADM 653</td>
<td>3</td>
</tr>
<tr>
<td>BADM 611</td>
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<td>3 BADM 661</td>
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<tr>
<td>BADM 662</td>
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<td>2</td>
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</tr>
</tbody>
</table>

Total Hours: 9 + 9 + 6 = 24

Total credit hours: 48

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
Integrated Marketing Communications Area of Emphasis Requirements

The Area of Emphasis in Integrated Marketing Communications is intended to prepare EMBA students to develop the skills required to manage integrated marketing communications campaigns for their firms. Students will be exposed to coursework in integrated marketing communications, audience insight, brand equity management and emerging media.

**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 EMBA 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 EMBA program.

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Hours</th>
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<tbody>
<tr>
<td>IMC 610</td>
<td>Introduction to Integrated Marketing Comm.</td>
<td>3</td>
</tr>
<tr>
<td>IMC 612</td>
<td>Audience Insight</td>
<td>3</td>
</tr>
<tr>
<td>IMC 613</td>
<td>Brand Equity Management</td>
<td>3</td>
</tr>
<tr>
<td>IMC 619</td>
<td>Emerging Media and the Market</td>
<td>3</td>
</tr>
</tbody>
</table>

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 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. Business Research and Statistics. 3 Hours.
Survey of major statistical methods used in business and economic research including descriptive statistics, probability, sampling distributions, hypothesis testing, estimation, linear regression, time series, and forecasting.
BADM 523. Decision Analysis. 3 Hours.
Quantitative course utilizing and building upon applied mathematical skills in solving managerial business problems and decision-making situations.

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. 3 Hours.
Introduction to the marketing environment with emphasis on the process of planning and executing the conception, pricing, promotion, and distribution of ideas, goods, and services to create exchanges that satisfy individual and organizational objectives.

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.

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. Operation/Supply Chain. 3 Hours.
Acquaints students with the concepts of supply chain 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 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. Information Systems. 3 Hours.
Basic information systems and basic application tools are covered as well as their application to pertinent health science topics.

BADM 535. Organizational Behavior. 3 Hours.
Provides students with an understanding of the behavior of individuals, groups, and formal organizations. Emphasis in employee performance satisfaction and in applying theories of human behavior to solving problems in organizational administration.

BADM 536. Leadership/Organization Change. 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 and organizational change.

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.
Designed to give insight into the current economic, business and political issues, challenges, and opportunities facing the world - to acquaint students with strategies, trends, and forces that shape the 21st century.

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 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. This course is one of a two-course sequence that 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 in obtaining a professional position. Particular emphasis is placed on the development of a resume, job search skills and a career brand management plan.

BADM 572. Professional Development Practicum 2. 1 Hour.
This is the second course in a two-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 591A-Z. 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 593A-D. 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.

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 691A-Z. Advanced Topics. 1-6 Hours.**
PR: Consent. Investigation of advanced topics not covered in regularly scheduled courses.

**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.