

Lincoln Memorial University
**MASTER OF BUSINESS
ADMINISTRATION CATALOG
2011-2012**

Harrogate, Tennessee
August 2011
www.lmunet.edu

This edition of the *Master of Business Administration Catalog*, edited by Dr. Jack McCann and Dr. Michael E Dillon, supersedes all others.

Policies and information related to the Master of Business Administration (M.B.A.) program are contained herein. For policies and information related to other Lincoln Memorial University graduate programs please refer to the applicable graduate catalog. The official Lincoln Memorial University *Catalog* is the preeminent source of academic policies and information for Lincoln Memorial University.

The policies, programs, curricula, and fees as set forth in this catalog are subject to change at any time at the discretion of Lincoln Memorial University. Because of the possibility of change or undetected error, important points of fact and interpretation should be confirmed by the appropriate University official.

In support of the Mission Statement and the principles on which it is based, Lincoln Memorial University is committed to equal opportunity for all students, staff, and faculty and to nondiscrimination in the recruitment, admission, and retention of students and the recruitment, hiring, promotion, and retention of faculty and staff.

Lincoln Memorial University reaffirms its commitment to personnel and educational policies that comply with the requirement applicable to equal opportunity/affirmative action laws, directives, executive orders, and regulations to the effect that no person at Lincoln Memorial University shall, on the basis of age, color, creed, disability, ethnic/national origin, gender, military status, pregnancy, race, religion, sexual orientation, or any other class protected by applicable law, be excluded from participating in, or be denied benefits of, any employment or educational opportunity.

College and University Professional Association for Human Resources
(National)
College and University Professional Association for Human Resources
(Tennessee)
The College Board
Consortium for the Advancement of Private Higher Education
Council for Adult and Experiential Learning
The Council for the Advancement and Support of Education
Council for Higher Education Accreditation
Council of Graduate Schools
Council of Independent Colleges
Council on Undergraduate Research
East Tennessee College Alliance
East Tennessee Historical Society
The Foundation for Independent Higher Education
International Alliance for Higher Education
International University and Business Consortium
Kentucky Civil War Roundtable
Kentucky Association of Museums
Kingsport Higher Education Consortium
Knoxville Area Health Science Library Consortium
The Lincoln Group
Medical Library Association
Museum Store Association
National Association of College and University Business Officers
National Association of Independent Colleges and Universities
National Association of Student Financial Aid Administrators
National Association of Student Personnel Administrators
National Collegiate Athletic Association
National Council of Educational Opportunity Associations
National League for Nursing Council of Associate Degree Programs
National League for Nursing Council of Baccalaureate Degree Programs
Oak Ridge Associated Universities
Private College Consortium for International Studies
Rural Health Association of Tennessee
Society for Human Resource Management
South Atlantic Conference
Southeastern Library Network
Southern Association of Collegiate Registrars and Admissions Officers
Southeastern Museums Conference
TENN-SHARE
Tennessee Association of Colleges for Teacher Education
Tennessee Association of Collegiate Registrars and Admissions Officers
Tennessee Association of Museums
The Tennessee College Association
Tennessee Conference of Graduate Schools
Tennessee Hospital Association
Tennessee Independent Colleges and Universities Association

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Mission and Purpose of the University

Lincoln Memorial University is a values-based learning community dedicated to providing educational experiences in the liberal arts and professional studies. The University strives to give students a foundation for a more productive life by upholding the principles of Abraham Lincoln's life: a dedication to individual liberty, responsibility, and improvement; a respect for citizenship; recognition of the intrinsic value of high moral and ethical standards; and a belief in a personal God.

The University is committed to teaching, research, and service. The University's curriculum and commitment to quality instruction at every level are based on the beliefs that graduates must be able to communicate clearly and effectively in an era of rapidly and continuously expanding communication technology, must have an appreciable depth of learning in a field of knowledge, must appreciate and understand the various ways by which we come to know ourselves and the world around us, and must be able to exercise informed judgments.

The University believes that one of the major cornerstones of meaningful existence is service to humanity. By making educational and research opportunities available to students where they live and through various recreational and cultural events open to the community, Lincoln Memorial University seeks to advance life in the Cumberland Gap area and throughout the region through its teaching, research, and service mission.

Approved by the Board of Trustees May 5, 2006

Master of Business Administration Mission Statement

The mission of the Master of Business Administration program is to provide educational and research opportunities to working adults wanting to develop professionally by enhancing their business skills and credentials.

Institutional Goals

Lincoln Memorial University is a private, independent, non-sectarian University with a clearly defined mission that distinguishes it from other educational institutions. While the University cherishes its heritage and rich traditions, it recognizes that dynamic growth and change are required to meet the needs of today's students. The University has identified the following goals, which are derived from its mission and reflect its vision for the future:

1. Secure and maintain fiscal integrity in all its activities, programs, and operations through concerted efforts to continuously increase its endowment and financial standing.
2. Provide quality educational experiences that have their foundation in the liberal arts and professional studies, promote high personal standards, and produce graduates with relevant career skills to compete in an ever-changing, increasingly global market.

MESSAGE FROM THE PRESIDENT

Dear Student:

Lincoln Memorial University is a living legacy to President Abraham Lincoln. Ours is a mission that has remained true to the vision of our namesake, a guiding light for thousands of men and women whose lives have been transformed by their experiences here. It is my hope that you fulfill your ambitions and dreams while pursuing a degree on our campus. Upon completion of your goals, you will carry with you a sense of pride that comes from your accomplishments.

President Lincoln once said, "Things may come to those who wait, but only the things left by those who hustle." By taking the first step in pursuing your degree, you have chosen not to wait. Let me congratulate you on making this wise decision to continue your education at Lincoln Memorial University. The faculty and staff of LMU are committed to an experience of uncommon quality characterized by personal attention and a true interest in your success. We will provide for you a learning environment that maximizes technology while insuring opportunities for personal interaction. The investment you are making in your future will pay dividends for your lifetime. Upon graduation you will know that the degree you receive will be enhanced by the growing reputation of our University.

I hope and trust that you will achieve your full potential as a student at LMU. By realizing your goals at LMU, you become a part of the legacy that began in 1897. You are now a citizen of our academic community. There are responsibilities associated with your engagement in our living and learning environment. Above all else we expect all of our students to respect their student colleagues and to pursue their educational aspirations with a commitment to academic integrity. Keep your dream of completing your education ever before you and know that you will succeed.

I am honored that you join us now and wish you much success.

Dr. B. James Dawson
President

LINCOLN MEMORIAL UNIVERSITY MASTER OF BUSINESS ADMINISTRATION CATALOG

Office of the Dean, School of Business.....	423-869-6254
(Room 106, Business/Education Building; Main Campus)	
Office of the MBA Program.....	423-869-6254
(Room 106, Business/Education Building; Main Campus)	
Office of the MBA Program - Cedar Bluff site	865-531-4100
(421 Park 40 North Blvd, Knoxville, TN 37923)	
Office of the MBA Program - Sevierville site.....	865-286-2777
(1720 Old Newport Highway, Sevierville, TN 37876)	

Extended Learning Site

Aligned with the University's mission "to advance life in the Cumberland Gap area and throughout the region through its teaching, research, and service mission" the School of Business offers the MBA program at the main campus in Harrogate, at the Cedar Bluff extended learning site and at the Sevierville extended learning site.

ACADEMIC INFORMATION

Lincoln Memorial University offers graduate studies leading to the Master of Business Administration degree.

The program requires students to analyze, explore, question, reconsider and synthesize old and new knowledge and skills. The curriculum has depth and rigor to develop the specialized skills necessary to prepare students for opportunities in our global economy and environment, while allowing for creativity and vision for the future.

Graduate students are expected to make themselves thoroughly familiar with the regulations of the graduate program and the requirements for the degree.

Upon regular admission, a faculty advisor or advisory committee is assigned to the student. However, **the ultimate responsibility for meeting deadlines and knowing graduate program requirements rests with the student.**

Official Academic Records

The Office of the Registrar houses official academic records. The student's permanent academic record may contain the following:

- Name
- Social Security number (partial number since 1980) or numeric identifier
- Chronological summary of Lincoln Memorial University coursework and grades
- Transfer credits, special credits (SC), and credits by examination (CE)
- Degree earned
- Date(s) degree requirements completed and degree conferred

Instructors report final grades to the Registrar at the end of the course. Students receive their grades electronically through WebAdvisor. Any student

Enrollment status is determined at 5:00 p.m. on the last day to register for a class. This is called our "Census Date". Enrollment status will not change after the Census Date for that term, but dropping or withdrawing from classes can cause problems with maintaining Financial Aid Satisfactory Academic Progress (SAP).

Interest-Free Monthly Payment Plan through Tuition Management Systems

---Fall and Spring semesters ONLY---

There Are NO Deferred Payment Plans Available For The Summer Semester – Payment Must Be Made In Full Up Front At The Time of Registration

TMS Payment Plan Options

OPTION ONE: Annual Plan – (Both fall and spring semesters)

Able to divide tuition total for both semesters into 10, 9, or 8 monthly payments

- \$65 Enrollment Fee - Due at the time of enrollment in plan.

OPTION TWO: Semester Plan (For either the fall or spring semester)

Able to divide the cost of tuition for that semester into 5, 4, or 3 monthly payments

- \$45 Enrollment Fee per semester – Due at the time of enrollment in plan.

Other Information About the Plan

- No interest

- All payments are due to TMS by the 15th of each month. A late fee of \$40 is applied to your account if a payment is received late.

- Life insurance covering your Interest-Free Monthly Payment Plan is included, at no additional cost.

For further information, call Tuition Management Systems at 1-888-572-8985.

Additional Fees:

Add/Drop Fee	\$15 per course
Independent Study Fee	\$25 per course
Late Registration Fee	\$100
Graduation Fee	\$50
Non-sufficient Funds (NSF) Fee	\$30

Tuition and fees are adjusted annually. There is no out-of-state tuition differential.

Change of Schedule (Add/Drop)

Occasionally the student may determine after the first or second class meeting that he/she needs or wishes to change his/her schedule by adding (enrolling in) and/or dropping one or more classes. Such changes should not be

the Registrar's home page. The student must fill out the form and obtain the required signatures: Dean in Academic Affairs (for international students or a recipient of veteran's benefits), School Dean (for graduate students), Director of Residential Life, Bursar, Director of Financial Aid, Dean of Student Development and Campus Life, and the Registrar. The student must also return his/her student identification card, meal card (if applicable) and parking sticker to the Office of Student Service when withdrawing from the University. Further, any withdrawing student who has received a student loan must have an exit interview with a Financial Aid Counselor.

Caution: Courses for which the student is registered will appear on the transcript with a notation of "WD." The official date of WD will appear with courses. Further, any student who ceases attending classes before the end of the semester, mini-term, or summer term without completing official withdrawal from the University automatically receives the grade "F" for such course(s), so noted on the student's academic transcript. Withdrawal from the University does not affect the cumulative GPA of the student if processed by the close of "last day to drop without 'F'," as announced in the Academic Calendar.

The financial status of the student is affected by withdrawal from the University in the following ways:

1. Refunds for tuition and fees are credited to the student's account according to the refund schedule.
2. Housing and meal fees are credited to the student's account according to the refund schedule.
3. Financial Aid will be prorated to the student according to the Federal Return of Title IV Funds Policy. Withdrawal after the refund period means the student will have used an entire semester's eligibility of aid.
4. The balance of the student's account with the Finance Office will be credited or billed to the student as appropriate.
5. Once the student has completed registration, i.e., turned in the registration form to the Office of Finance, the student is liable for all registration fees even though classes have not been attended, unless the student completed an official withdrawal form.
6. Students who are suspended from LMU or ineligible to continue in an academic program because of grade deficiencies and who are registered in advance for the subsequent semester; must complete an official withdrawal form.

Refer to "Refund Policies" for detailed information.

Refund Policies

In the event a student drops one or more classes, withdraws, or is administratively dismissed from the University for disciplinary or for financial reasons after registration is completed and prior to the end of a semester of enrollment, the student's eligibility for a refund of appropriate institutional tuition, room and board charges will be prorated as indicated. A student must complete a Change of Schedule form (obtained from the Office of the Registrar) for dropping one or more classes. Any situation in which all classes are dropped is considered to be a withdrawal from the University. Should the student fail to

student to access their academic grades on WebAdvisor. To access WebAdvisor on the Internet from LMU's web site go to <https://webadvisor.lmunet.edu>.

Each student is assigned a unique username and temporary password (which must be changed upon first log-in to WebAdvisor). **It is the responsibility of each student to ensure that his/her password remains confidential. Lincoln Memorial University does not accept responsibility for any password-related breach of security. The student has the option to decline the assignment of a username and password to access WebAdvisor.**

Library Services

Library services are provided for all graduate students through the campus library, through the library terminals located at extended learning sites, and/or through Internet access to the main campus databases. Students are given access codes and procedures by library personnel and instructors at the beginning of each semester.

Residency Requirement

There is no residency requirement for the graduate degrees.

Time Restrictions/Limitations

All requirements for graduate degrees must be completed in no less than one year and within seven years of initial graduate enrollment. Any exception to this policy requires approval of the Academic Council and the Dean of the School of Business.

Applicable Catalog

The student must meet the requirements of the *Master of Business Administration Catalog* in effect at the time of entry into the program or any catalog while enrolled in the program. In no case will a student be permitted to meet the requirements of a *Master of Business Administration Catalog* in effect prior to initial graduate program enrollment.

Family Educational Rights and Privacy Act (FERPA)

The University complies with the provisions of the Family Educational Rights and Privacy Act, 1974, as amended. This law maintains that the institution will provide for the confidentiality of student education records.

No one outside the institution shall have access to nor will LMU disclose any information from students' education records without the written consent of students except to personnel within the institution, to officials of other institutions in which students seek to enroll, to persons or organizations providing students financial aid, to accrediting agencies carrying out their accreditation function, to persons in compliance with a judicial order, and to persons in an emergency in order to protect the health or safety of students or other persons. All these exceptions are permitted under the Act.

At its discretion LMU may provide directory information in accordance with the provision of the Act to include: student name, address, telephone number, major field of study, dates of attendance, degrees and awards received, the most recent previous educational agency or institution attended by the student,

undergraduate senior. The student must have an overall GPA of at least 3.0 and must be within fifteen semester credit hours of completing the total credit hours required for the baccalaureate degree. Course credit used to meet baccalaureate degree requirements may **not** be used to meet graduate degree requirements. To enroll for graduate courses under this provision, a student must adhere to the regular admission procedures and secure the written permission of the Dean of the School of Business.

Student Work and Class Attendance

Students are expected to attend classes regularly and meet all requirements of the course in order to receive a passing grade. All course examinations must be completed. Final examinations are administered the last week of the term.

Grading System

A student receives a grade for most registered course work (except "Audit"). Grades are indicated by letters and assigned quality points as shown below. Credit toward a degree program will be granted only for courses in which a grade of "C" or better is earned. Students may earn only two (2) grades of "C". A third "C" results in dismissal from the program.

Grade	Definition	Quality Points Per Semester Hour
A	Superior (Quality of work exceptional)	4.00
A-	Excellent (Quality of work above course expectation)	3.67
B+	Very Good (Quality of work better than satisfactory)	3.33
B	Good (Quality of work satisfactory)	3.00
B-	Average (Quality of work meets minimum requirements)	2.67
C+	Below average (Quality of work less than satisfactory)	2.33
C	Minimum passing grade (Unsatisfactory graduate-level work)	2.00
F	Fail	0.00
I	Incomplete; work must be completed within the first six week of the next semester; otherwise, the grade automatically becomes an "F" unless an extension is granted by the Dean of the School of Business	
NC	No Credit; allows for a later grade with no penalty to the student	
AU	Audit	
WD	Withdrawal	
P	Pass; carries credit but no quality points	

Some graduate courses are graded P-Pass/F-Fail and are identified under "Course Descriptions."

recorded or the student is withdrawn from the class or classes. Repeating classes can affect SAP.

Once a student completes and earns a MBA degree, they must submit an appeal to the LMU Director of Financial Aid to be considered for aid in a separate MBA concentration field.

Qualitative

Students must also earn a certain cumulative Grade Point Average (GPA) determined by their Academic program to maintain financial aid SAP. In the LMU MBA program, a student must maintain a cumulative GPA of 3.0.

Evaluation

After each semester, a review will be made of all enrolled students to determine if they meet this policy. If the student fails to meet SAP after one semester, they will be automatically placed on "Financial Aid Warning". The student will be eligible to receive aid for one semester. At the end of the warning semester, the student will be evaluated again. If they regain SAP, there is no further action, and they remain eligible for financial aid. For those students who fail to regain SAP, they will be placed in "SAP Suspension" and be ineligible to receive financial aid.

Appeals

Students who are in SAP Suspension may appeal this decision to the LMU Financial Aid Appeals Committee. The appeal must be made in writing and explain why they failed to make SAP and what has changed that will allow them to make SAP at the next evaluation. This letter should be sent to the Director of Student Financial Aid, 6965 Cumberland Gap Parkway, Harrogate, TN 37752. The committee will review the appeal along with an academic recommendation from the MBA Academic committee to decide if the student will be able to meet SAP standards by the next evaluation or if a plan can be developed to ensure that the student will be able to meet SAP standards by a specific point in the future. If the committee does not approve the appeal, the student may take classes at their own expense to try to regain SAP. If the appeal is approved, they will be placed in "Financial Aid Probation" for one semester. At the end of the next semester, the student must be making SAP or successfully following a plan designed by the Academic Dean of the LMU MBA program.

Notification

All Financial Aid SAP notifications will be sent in two ways: a letter will be sent to the student at their home address and an e-mail will be sent to their LMU e-mail address.

Plagiarism

Plagiarism is the presentation of someone else's words or ideas as one's own. One of the most common forms of plagiarism is the paraphrasing of several phrases, sentences or ideas in a paragraph with only one citation at the end of the paragraph resulting in confusion between the cited content and the

Graduation Requirements

No student will be allowed to participate in Commencement exercises until all degree requirements have been met. The following requirements must be met for earning the degree:

1. Completion of 36 semester credit hours of MBA approved courses in the traditional part-time and the full-time MBA program and 30 semester credit hours of MBA approved courses in the professional MBA program.
2. A minimum cumulative GPA of 3.0 (B);
3. Completion of all outcomes assessment testing and activities
4. Payment of all fees.

Second Masters Degree Requirements

A maximum of twelve (12) semester credit hours (excluding thesis hours) of graduate credit earned from the first LMU masters degree may be applied toward the second degree provided that the courses are appropriate for the second masters degree (as determined by the faculty advisor and Dean of the School of Business). The credit must be earned within the last five (5) years.

GENERAL ADMISSION REQUIREMENTS

Categories of Admission

Admission to the graduate program is possible in four (4) categories:

1. **Regular graduate student status.** Applicants with credentials indicating adequate preparation and ability to complete the program successfully may receive regular student status.
2. **Non-degree or transient student status.** Persons otherwise qualifying for admission to graduate studies but not seeking admission to the degree program are classified as non-degree or transient. Individuals wishing to pursue graduate study at Lincoln Memorial University in this classification must submit an application for admission.

Non-degree or transient students later wishing to enter the program must then petition the MBA admissions committee for admission as degree-seeking students. The applicant must then follow the process outlined for regular graduate student status.

The non-degree or transient student who wishes to become a regular graduate student may apply up to nine (9) semester credit hours earned while in non-degree or transient status. Course credit transferred from non-degree to degree must have a grade of at least "B" and be relevant to the degree sought.

3. **Conditional student status.** A person who does not meet the requirements for admission but who feels strongly that he/she can do graduate work may, under special circumstances, be allowed conditional status. In this category, students may take no more than six (6) semester hours of graduate course work within the conditional semester and earn no grade less than "B." A grade less than "B" disqualifies the student from full graduate admission.

Therefore, to the extent possible the department using the graduate assistant should describe the assignment to reflect the time requirements to be spent performing the tasks of the assignment appropriately. In situations where the work assignment cannot be specifically described or must be changed from the initial assignments, the graduate assistant should clearly be informed before agreeing to, or continuing the assignment.

Required Application Dates

All graduate assistant application materials and required admission materials must be submitted within the following dates:

Full year	June 1 - July 15
Spring	October 1 - November 15
Summer	March 1 - April 15

Any exceptions to the stated application dates must have the approval of the Dean of the School of Business.

MASTER OF BUSINESS ADMINISTRATION PROGRAM

Lincoln Memorial University offers three Master of Business Administration programs, a traditional part-time evening program, a full-time day program, and a professional program.

Admission

Lincoln Memorial University seeks highly qualified and motivated individuals for admission to the Master of Business Administration degree program. As part of admission requirements, students must submit the application for admission, a document stating why they want to earn an MBA at LMU, the \$50 application fee, a current resume, official transcripts of all undergraduate and graduate course work from accredited institutions, and three (3) recommendation forms from professionals in the field who are familiar with their work and ability and can, therefore, evaluate potential for success in the graduate program. Students must also submit either a GMAT or GRE test score recorded within the last 5 years, or complete the LMU/Peregrine entrance exam covering twelve common professional component categories.

In addition, the student must have completed the following:

1. A baccalaureate degree with a 3.0 GPA.
2. Two (2) years of work or professional experience in a managerial capacity, OR an overall GPA of 3.4 and recommendations indicating extraordinary academic potential.
3. An interview with one member of the admissions committee.
4. Signed document acknowledging all requirements for your program.
5. Successful completion of undergraduate business coursework in Finance, Accounting, Economics, Management, and Marketing.

Students who do not meet these requirements may be accepted into the program on a conditional basis. Depending upon the requirement not met, students may be required to meet certain academic standings during their initial

6. Recommendation forms
7. GMAT, GRE, or LMU entrance exam score

Special Admission for LMU School of Business Baccalaureate degrees

Lincoln Memorial University will grant initial admission to the part-time evening Master of Business Administration degree program to all students who successfully complete their baccalaureate degree* from Lincoln Memorial University School of Business provided they meet the following criteria:

1. Receive a minimum of 3.40 GPA in all LMU coursework
2. Complete all application documents, complete all entrance requirements, and pay all applicable fees.

* Applies to Lincoln Memorial University Management and Leadership Studies graduates as well

Admission to Degree Candidacy

In order to be considered for admission to degree candidacy, the applicant must complete the following before the completion of nine (9) semester hours:

- submit all admission requirements
- have an interview with the MBA Director

The student's credentials will be presented to the MBA Admissions Committee for consideration for admission to degree candidacy.

Concentration Areas

With the guidance of a faculty advisor, students may complete one of the following 12 hour concentrations:

- Accounting (offered only at our Knoxville location)
- Finance
- Healthcare
- Human Resource Management
- International Business (offered only at our Knoxville location)
- Management
- Marketing
- General Business (any combination of electives)

Accounting Concentration

(select twelve hours from the following):

		Cr Hrs
MBA 574	Federal Income Tax	3
MBA 576	Managerial Accounting	3
MBA 578	Government Accounting	3
MBA 672	Advanced Financial Accounting	3
MBA 674	Advanced Auditing	3
MBA 676	Accounting Research	3

MBA 549	Integrated Marketing Communication	3
MBA 552	Consumer Behavior	3
MBA 634	Electronic Commerce	3
MBA 554	Professional Sales Management	3

MBA 513 Business Research Project and MBA 514 Business Consulting Project or MBA internship can be tailored for any of the concentration disciplines and apply towards a concentration. Students who wish to pursue one of these courses must submit a proposal to the MBA Director for approval. Upon approval of the MBA Director and Dean, the course will be created for the student.

General Business Concentration (select twelve hours from any MBA elective offering)

Full-time, One Year, Day MBA Program

The full-time day Master of Business Administration degree is a thirty-six semester credit hour program delivered during one academic year. This program focuses on management and leadership skills for the students. The curriculum is determined to challenge students in the major business areas of finance, accounting, economics, management and marketing, while also developing and imparting management and leadership skills and knowledge. Students will complete fifteen (15) hours of coursework in both the fall and spring semesters, and 6 hours in the summer semester. The summer requirements include completion of a research project, and participation in an internship or consulting project.

Full-time day program curriculum		Cr Hrs
Fall Semester		
MBA 565 Economics for Decision Making		3
MBA 575 Contemporary Management		3
MBA 570 Accounting and Decision Making		3
MBA 517 Quantitative Analysis for Business		3
MBA 540 Legal Environment of Business (online)		3
Spring Semester		
MBA 550 Financial Management		3
MBA 545 Marketing Management		3
MBA 610 Organizational Leadership (online)		3
MBA 690 Decision Making and Strategy		3
MBA 580 International Business		3
Summer Semester		
MBA 513 Business Research Project/Thesis		3
MBA 514 Business Consulting / Internship		3
TOTALPROGRAM		36

7. GMAT, GRE, Or LMU/Peregrine entrance exam score. Students who have completed the MCAT or LSAT in the last five years are not required to submit a GMAT or GRE score

Final Evaluation for all Programs

As part of the outcomes assessment procedures, students will be required to complete the LMU MBA exit exam and have a personal interview with the MBA Program Director.

analysis, testing, EEO concerns, HRD, job evaluation, and compensation administration. As a project-based course, attention is given to developing a job analysis and creating a recruitment and selection plan for organizational positions.

MBA 517 - Quantitative Analysis for Business 3 cr hrs

This course takes an integrated approach to the use of quantitative business tools. Coursework will include extensive use of statistical tools to analyze business data using statistics. It emphasizes the application of statistical methods via modeling rather than derivation and use of statistical techniques, which will be used to solve business problems and to make management decisions. Microsoft Excel and a variety of plug-ins will be used for this class.

MBA 521 - Foundations of Business I 6 cr hrs

This course provides a foundational understanding of both marketing and management as they relate to the operation of a business enterprise. The course is delivered in a fast paced, active learning manner, where the focus is on the application of these fundamental concepts to real business situations. The course will focus on critical analysis, decision making and communication through the use of case studies, class discussions, and projects.

MBA 522 – Foundations of Business II 6 cr hrs

This course provides a foundational understanding of three interrelated disciplines, finance, accounting, and economics. The course is delivered in a fast paced, active learning manner and focuses on the ability to gather information, analyze and synthesize the information, and most importantly apply the information to solve problems. There will be an emphasis on the application of knowledge to real business situations. The course will rely heavily on case studies and class discussions.

MBA 540 – Legal Environment of Business 3 cr hrs

This course addresses legal issues, commercial law, and regulations relevant to managers of the business enterprise.

MBA 545 – Marketing Management 3 cr hrs

This course emphasizes the application of strategic marketing planning and development issues such as product development, integrated promotion, pricing, and distribution/supply chain management for maintaining a complete product life cycle and creating customer value in a dynamic global environment. Prerequisites: 3 hours of Marketing or MBA 521

MBA 547 – Brand Management 3 cr hrs

Product management planning will include selection of marketing strategies and tactics necessary for product maintenance in the product life cycle. Issues in product development for innovation, growth, maturity, and decline are discussed. Prerequisite: MBA 545

MBA 548 - Global Marketing 3 cr hrs

As a project-based course, cultural diversity is explored for marketing success in international and global markets. Global markets and their implications for market selection, entry, strategies, and distribution are implemented in international market planning. Prerequisite: MBA 545

MBA 549 – Integrated Marketing Communications 3 cr hrs

The promotional mix and associated marketing tactics are utilized to produce a business communications plan that supports major organization and business

be explored for implementing the use of change agents and action research.
Prerequisite: 3 hours of Management or MBA 521.

MBA 576 – Managerial Accounting 3 cr hrs

Good knowledge of accounting information is cornerstone to effective management. This course focuses on accounting information needed to effectively plan and control company operations and make good business decisions. It provides the student with the basic concepts and tools needed to understand, explain, and apply accounting information for managerial decisions. Managerial accounting reports help managers to organize, direct, and control operations, as they compare planned performance to actual results. Prerequisite: MBA 570

MBA 578 – Government and Non-Profit Accounting 3 cr hrs

This course presents a study of accounting and financial reporting procedures for government and nonprofit organizations especially state and local government units. It describes the nature of budgets and preparation of financial statements for state and local governments. Prerequisite: MBA 570

MBA 580 – International Business 3 cr hrs

This course seeks to examine the complexity of international business as it relates to emerging markets, markets dominated by natural resources, markets expanding so dramatically that their impact is felt globally, markets undergoing privatization, markets characterized by long standing corruption and political instability, as well as the changing role of the European Union, the G8, NAFTA and the global threat of terrorism.

MBA 585 - Entrepreneurship in Healthcare 3 cr hrs

Students will learn to effectively organize, develop, create, and manage a business. Projects will include developing a business plan, real and/or simulated work experiences, and projects related to business ownership. The course will examine what is required to become an entrepreneur in health care, as well as assist students with the issues all entrepreneurs face.

MBA 588 – Comparative Economics 3 cr hrs

This course will examine the basic principles and institutions of national economies with an emphasis on capitalist, socialist and mixed economic systems. It will compare economic systems in various nations past and present. It will examine the ongoing transition of many countries around the world from command-based to market-based economies. We will focus on different strategies countries use to compete globally, promote economic growth and development, provide for the public good, and protect various national interests in an increasingly global environment. Prerequisite: MBA 565 and MBA 580 or permission of the instructor.

MBA 590 – Business Strategy 3 cr hrs

A seminar course that discusses the development of business strategies through long- and short-term plans to maximize business goals. Simulations that improve analytical skills are used with the emphasis placed on evaluating national and international business environments for processes and improvements for strategic advantage. Prerequisites: MBA 545, MBA 565, MBA 575, MBA 511, MBA 550, MBA 570, MBA 635, and MBA 515.

MBA 620 - Healthcare Law and Ethics 3 cr hrs

This course introduces key information and concepts for managers on the legal basis and application of law in the health care industry. This course examines ethical problems and issues facing health care managers.

MBA 622 - Organizational Theory 3 cr hrs

This course covers the major topics, issues, and contributions in the literature on organizational theory. Class readings draw from leading scholars in a variety of disciplinary traditions in order to shed light on the historical development of the literature as well as review some of the contemporary approaches to the study of organizations. As a theory course, our focus will be on the development and application of organization theory rather than solely (or even predominantly) on the application of the theory – as one might get in an organization behavior or organization change and development course.

MBA 624 - Public Policy and Public Finance 3 cr hrs

This course examines the processes shaping public policy in the United States. The core of the class includes analysis and discussion of public goods, social insurance and redistribution, and taxation. Emphasis is placed on the current issues in public policy and their impact on the agents and the processes.

MBA 625 - Forecasting 3 cr hrs

This course presents a survey of economic models, econometrics, and other considerations in predicting economic and political outcomes. Use of market alternatives to forecasting and problems in assessment of forecasting methods is discussed using actual data series. Prerequisite: MBA 511

MBA 630 - Managerial Decision Making 3 cr hrs

The primary goals of this course are to review a body of theory, research and practice on how people make decisions and to use this knowledge to identify procedures for improving their decision making

MBA 634 - Electronic Commerce 3 cr hrs

This course deals with the emerging field of electronic commerce. While the focus will be on management issues, the course will attempt to strike a balance between technology and strategy. We plan to cover the economic and technological foundations, the infrastructure, and the main technologies employed, as well as the various business strategies being used for electronic commerce (both business-to-consumer and business-to-business). Prerequisite: familiarity with basic computer software or permission of instructor

MBA 635 - Management Information Systems 3 cr hrs

This course covers issues related to using information technology (integrated computer and telecommunications systems) to manage the information which belongs to a modern organization. Topics which are covered include: computer hardware and software, data communications and computer networks, and the design and implementation of information systems.

MBA 636 - Telecommunications 3 cr hrs

This course addresses the transmission of data, voice, and video, including transmission systems and associated hardware and software; types of networks; introduction to the OSI model, LANs and WANs; network security considerations; and applications of networks. While the technical aspects of telecommunications will be covered, the emphasis will be on the management issues, not the technology. Prerequisite: MBA 635

factors, such as agency costs, corporate governance, leasing options, government subsidization, and ethical issues into our analysis. Throughout all discussion an examination of how risk affects decisions and ways risk can be managed will be included. Prerequisite: MBA 550.

MBA 648 - International Financial Management 3 cr hrs

This course extends the principles of investment analysis and financial management to the international environment. The goal is to provide a framework for making financial decisions in an international context. The course is divided into three sections: 1) The international financial environment, 2) International investment analysis, and 3) International corporate finance. Students will be exposed to a broad range of topics in international finance, including some of the latest developments in global financial markets. Prerequisite: MBA 550.

MBA 650 - Training and Developing Human Resources 3 cr hrs

This course focuses on the strategic role of human resource development in today's organizations. Topics covered will include: job analysis and descriptions, recruitment, selection, orientation, training, performance management, and organization development.

MBA 660 - Healthcare Economics 3 cr hrs

This course examines applications of economic theory as it pertains to the delivery and distribution of health care services. The course provides students a theoretical basis for decision-making in the health care industry from the perspective of the economist.

MBA 662 - Compensation and Benefit Structures 3 cr hrs

This course is designed to provide the student with both the theoretical and practical knowledge to design, administer, and evaluate compensation and benefits systems. This course will also provide an understanding of the major aspects of human-resource compensation and benefits, paying special attention to underlying theory and current practice in the field.

MBA 670 - Labor and Employment Law 3 cr hrs

This course will examine current legislation and executive orders affecting the human resource function. Laws, orders, guidelines and regulations will be examined within the framework of the regulatory model, which presents an integrated framework for understanding the relation of societal problems, laws, agencies, guidelines, the courts, and management responses.

MBA 672 - Advanced Financial Accounting 3 cr hrs

This course is designed to focus on financial statement translations, topics in debt and equity securities, business combinations and the preparation of consolidated financial statements. It also covers foreign currency transactions, deferred taxation, partnership accounting, corporate liquidations, and other issues in accounting.

MBA 674 - Advanced Auditing 3 cr hrs

The purpose of an audit is to give an unbiased opinion on evaluation and reliability on an entity's financial statements and their supporting account records for a particular financial period. This course is planned for students interested in a career in auditing in the private or public sector. This course expands an overview of auditing concepts and methods, with emphasis on auditing standards and procedures, audit reports, attestation reports and other

ADMINISTRATION
Officers of the University

B. James Dawson, Ed.D. President
Sydney Beckman, J.D. Vice President and Dean, Duncan School of Law
Kimberlee Bontrager, M.B.A. Vice President for Finance
Clayton Hess, Ph.D. Vice President for Academic Affairs
Ray E. Stowers, D.O. Vice President and Dean, DeBusk College of
Osteopathic Medicine
Cynthia Cooke-Whitt, M.Ed. Vice President for University Advancement

Academic Officers

Michael J. Clyburn, Ed.D. Dean, Carter and Moyers School of Education
Conrad Daniels, B.S. Dean, Community College Partnerships and Transfers
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and Health Sciences; Dean, Allied Health Sciences
Amiel Jarstfer, Ph.D. Dean, Hamilton School of Arts and Sciences
Jack T. McCann, Ph.D. Dean, School of Business
Mary A. Modrcin, Ph.D. Dean, Caylor School of Nursing
Evelyn G. Smith, M.S. Assistant VPAA-Academic Services

Master of Business Administration Faculty

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Institute of Technology
Michael E. Dillon, Jr., 2006 Associate Professor of Business
Master of Business Administration Program Director
B.A., Kenyon College; M.B.A., Xavier University; Ph.D., University of
Cincinnati
Dave Hinkes, 2008 Associate Professor of Business
A.B., University of Miami; M.B.A., Barry University; D.B.A. (2), Nova
Southeastern University
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B.B.A., Northwood University; M.B.A., Northern Illinois University; Ph.D.,
Capella University
Roger Holt, 2011 Assistant Professor of Business
B.S., Lincoln Memorial University; M.A., Webster College; D.B.A., Nova
Southeastern University
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Capella University
Donald McCarren, 2004 Associate Professor of Business
B.A., Hofstra University; M.B.A., Fairleigh Dickinson University; Ph.D.,
University of Miami

INFORMATION DIRECTORY

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General Inquiries, Campus Operator	869-3611
The Abraham Lincoln Library and Museum	869-6237
Academic Affairs	869-7000 (fax number 869-6258)
Admissions and Recruitment	869-6280
Admissions Toll Free	1/800-325-0900
Athletics	869-6285 (fax number 869-6382)
Bookstore	869-6306
Finance Office	869-6315 (fax number 869-4825)
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University Advancement	869-6351 (fax number 869-6370)
Upward Bound/Student Support Services Program	869-6373

Dean - Office Directory

Allied Health Sciences	869-6205
Hamilton School of Arts and Sciences	869-6203
School of Business	869-6254
Carter and Moyers School of Education	869-6374
Caylor School of Nursing	869-6324

Undergraduate Academic Departments

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English	869-6339
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Social Sciences	869-6233
Social Work	869-6323