

LINCOLN MEMORIAL UNIVERSITY

School of Business Graduate and Professional Programs CATALOG 2016-2017



VALUES • EDUCATION • SERVICE



Lincoln Memorial University
SCHOOL OF BUSINESS
GRADUATE PROGRAMS
CATALOG
2016-2017

This edition of the *School of Business, Graduate Programs* supersedes all others.

Policies and information related to the *School of Business, Graduate Programs* 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, the appropriate University official should confirm important points of fact and interpretation.

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.

Accreditation

Lincoln Memorial University is accredited by the **Commission on Colleges of the Southern Association of Colleges and Schools** to award associate, baccalaureate, masters, specialist and doctorate degrees. Contact the Commission on Colleges at 1866 Southern Lane, Decatur, Georgia 30033-4097 or call 404-679-4500 for questions about the accreditation of Lincoln Memorial University.

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.

By making educational, service, and research opportunities available to students, Lincoln Memorial University seeks to advance life throughout the Appalachian region and beyond.

Revised July 8, 2015; approved by Board of Trustees, May 6, 2016.

MESSAGE FROM THE PRESIDENT

Dr. B. James Dawson

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.

Let me congratulate you on making the decision to continue your education at Lincoln Memorial University. The faculty and staff of LMU are committed to providing an experience of uncommon quality characterized by personal attention and a true interest in your success. We provide a learning environment that maximizes the use of technology and ensures opportunities for personal interaction. The investment you are making in your future will pay dividends for your lifetime. The degree you receive will be enhanced by the growing reputation of our University.

I trust that you will achieve your full potential as a student on this lovely campus. By realizing your goals here, you become a part of the legacy that began in 1897, and are now a member 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.

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. Make educational opportunities available to all persons without reference to social status. The University seeks to maximize enrollment by strengthening recruitment efforts and increasing student retention through the creation of an academic and social environment that facilitates success and rewards achievement.
2. Maintain fiscal integrity in all its activities, programs and operations through concerted efforts to continuously increase its endowment and financial standing.
3. 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.
4. Advance the Cumberland Gap and Appalachian region through community service programs in continuing education, healthcare, leadership development, recreation and the fine and performing arts.
5. Serve as a critical educational, cultural, and recreational center for the area, and to develop and maintain facilities, which are safe, accessible, and conducive to the development of body, mind and spirit.
6. Attract and retain a diverse and highly qualified faculty and staff, committed to teaching, research and service.
7. Commit resources to support the teaching, research, and service role of the Institution.
8. Support faculty and staff development programs with priority for allocation of resources determined by institutional needs.
9. Increase technology for all educational sites. Specifically, the University seeks to continuously improve its computer and other technological resources for faculty, staff and students.
10. Develop and implement academic programs in response to anticipated or demonstrated educational need, and to continuously evaluate and improve the effectiveness of current programs.
11. Provide a caring and nurturing environment where students, faculty and staff with varied talents, experiences and aspirations come together to form a diverse community that encourages students to grow intellectually and personally to meet their academic and career goals.
12. Provide quality educational opportunities through selected degree programs for students who live or work a significant distance from the Lincoln Memorial University main campus, and for whom other options are not as accessible or satisfactory.

TABLE OF CONTENTS

Mission and Purpose of the University.....	4
Message from the President.....	5
Institutional Goals	6
Table of Contents	7
Accreditations.....	9
Memberships	10
Graduate Programs Mission Statements & Objectives	12
Academic Calendar	20
Extended Learning Site	21
Academic Information.....	21
Official Academic Records	20
Tuition and Fees	22
Financial Aid	23
TMS.....	23
Change of Schedule.....	24
Early Registration and Late Registration.....	25
Withdrawal from the University.....	25
Refund Policies	26
Change of Name and/or Address.....	27
Technology.....	27
WebAdvisor	27
Library Services	27
Residency Requirement	28
Applicable Catalog	28
Family Educational Rights and Privacy Act (FERPA).....	28
Criminal Background Check Policy	29
Transfer Graduate Credit	29
Correspondence Study/Prior Learning Credit	29
Graduate Credit for Undergraduate Seniors	29
Student Work and Class Attendance	30
Grading System	30
Probation Status.....	31
Appeals Procedure.....	31
Graduate Satisfactory Academic Progress	32
Plagiarism.....	33
Certification of Authorship	34
Repeating Graduate Courses	34
Graduate Student Course Load.....	34
Orientation/Advisement	34
Graduation Requirements	35
Second Master's Degree Requirements.....	35
General Admission Requirements	35
Categories of Admission	35
Policy for Administration of Graduate Assistantships	36
Definition	36
Qualification of Graduate Assistants.....	36

Application Process	36
Work Assignments and Related Factors.....	36
Required Application Dates	37
Master of Business Administration	37
Admission	37
Programs	38
Admission to Degree Candidacy	40
Concentrations.....	42
Course Descriptions	43
Doctorate of Business Administration.....	52
Admission	52
Program.....	52
Course Descriptions	53
Master of Science in Business Analytics.....	57
Admission.....	57
Program.....	57
Course Descriptions.....	59
Administration.....	63
Graduate & Professional Faculty.....	65
Information Directory.....	67
Errata.....	68

Accreditations

Individual program accreditation has been granted by:

- [Accreditation Commission for Education in Nursing, Inc.\(ACEN\)](#)
- [Accreditation Review Commission on Education for the Physician Assistant, Inc.\(ARC-PA\)](#)
- [American Association of Nurse Anesthetists-Council on Accreditation \(AANA-COA\)](#)
- [American Bar Association \(Provisional Approval\) \(ABA\)](#)
- [American Osteopathic Association-Commission on Osteopathic College Accreditation \(AOA-COCA\)](#)
- [American Veterinary Medical Association \(AVMA\)](#)
- [American Veterinary Medical Association – Council on Veterinary Technology Education and Activities\(AVMA-CVTEA\)](#)
- [American Veterinary Medical Association – Council on Education \(AVMA-COE\)](#)
- [Commission on Accreditation of Athletic Training Education \(caATE\)](#)
- [Council for Accreditation of Counseling and Related Educational Programs \(CACREP\)](#)
- [Council on Accreditation of Nurse Anesthesia Educational Programs \(COA\)](#)
- [Council on Social Work Education \(CSWE\)](#)
- [National Accrediting Agency for Clinical Laboratory Sciences \(NAACLS\)](#)
- [Council for the Accreditation of Educator Preparation \(CAEP\)](#)
- [National League for Nursing Accrediting Commission \(NLN-AC\)](#)
- [Accreditation Council for Business Schools and Programs \(ACBSP\)](#)
- [Southern Association of Colleges and Schools Commission on Colleges\(SACSCOC\)](#)

Individual program approval has been granted by:

Kentucky Board of Nursing
Kentucky Council on Postsecondary Education
State of Tennessee Department of Education
Tennessee Board of Law Examiners
Tennessee Board of Nursing
Tennessee Higher Education Commission

Memberships

Abraham Lincoln Association
American Association for Higher Education
American Association of Colleges of Nursing
American Association of Collegiate Registrars and Admissions Officers

American Association of Museums
 American Association for State and Local History
 The American Council on Education
 American Library Association
 American Universities in Russia, Ukraine
 Appalachian College Association
 Appalachian Consortium
 Appalachian Osteopathic Postgraduate Training Institute Consortium
 Association of College and Research Libraries
 Association of College and University Museums and Galleries
 Association for Gerontology in Higher Education
 Association of Governing Boards of Universities and Colleges
 Association of Independent Liberal Arts Colleges for Teacher Education
 Association for Supervision and Curriculum Development
 Association of Veterinary Technician Educators
 Broadcast Education Association
 Civil War Courier
 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
 Consortium for Global 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
 Interstate Career Fair
 Kentucky Civil War Roundtable
 Kentucky Association of Museums
 Kingsport Higher Education Consortium
 Knoxville Area Health Science Library Consortium
 The Lincoln Group
 LYRASIS
 Medical Library Association
 Museum Store Association
 National Association of College and University Business
 Officers
 National Association of Foreign Student Advisors
 National Association of Independent Colleges and Universities
 National Association of Student Financial Aid Administrators

National Association of Student Personnel Administrators
National Career Development Association
National Collegiate Athletic Association
National Collegiate Honors Council
National Council of Educational Opportunity Associations
National Council for State Authorization Reciprocity Agreements
National League for Nursing
National Organization of Nurse Practitioner Faculties
Oak Ridge Associated Universities
Private College Consortium for International Studies
Rural Health Association of Tennessee
Society for Advancement of Management (SAM)
South Atlantic Conference
Southeastern Library Network
Southern Association of Collegiate Registrars and Admissions Officers
Southeastern Museums Conference
Study Tennessee
TENN-SHARE
Tennessee Association of Colleges and Employers
Tennessee Association of Colleges for Teacher Education
Tennessee Association of Collegiate Registrars and Admissions Officers
Tennessee Association of Museums
The Tennessee College Association
Tennessee Career Development Association
Tennessee Conference of Graduate Schools
Tennessee Educational Association of Veterans Program Administrators
Tennessee Hospital Association
Tennessee Independent Colleges and Universities Association
Tennessee Osteopathic Medical Association
Veterinary Information Network
Virginia Association of Museums

Master of Business Administration Mission Statement

The MBA stands in support of the mission of the School of Business at LMU as a graduate degree option. 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.

LMU MBA Graduates

Program Outcomes:

- 1) Communicate effectively through written and oral expression
- 2) Apply critical thinking skills to managerial decisions
- 3) Analyze and evaluate ethical decision making and social responsibility when solving business problems
- 4) Understand and apply the strategic management principles of crafting and executing strategy in a global economy
- 5) Obtain in-depth knowledge of the functional areas of business

The Master of Business Administration degree at Lincoln Memorial University is a graduate professional program that emphasizes breadth of preparation in the various competencies required of business executives. Emphasis is placed on academic preparation and the application of knowledge to problems, challenges, and opportunities in today's business environment.

The MBA degree offered at our Harrogate & Knoxville-Cedar Bluff locations allows students to select an area of concentration. The online and dual degree programs allow for students to obtain a general MBA.

Accounting Concentration

Mission:

The mission of the LMU MBA Accounting Concentration is to provide the intellectual and managerial skills individuals needed for career advancement and leadership in professional accounting

An LMU MBA degree with a concentration in accounting is designed to develop and deepen a students' diverse set of skills, including technical competence in analytical and quantitative techniques, critical thinking, communication abilities, and values. Accounting electives are structured to encourage technical competency, critical thinking, effective communication, and decision making skills.

Expected Concentration Outcomes:

- ACCT1 Prepare, assess and evaluate financial statements according to GAAP, and identify, research and recommend resolution of accounting issues
- ACCT2 Analyze and evaluate costing systems, budgets, managerial performance, and management control systems
- ACCT3 Analyze transaction cycles and accounting processes, evaluate risk, and develop internal controls for accounting processes
- ACCT4 Calculate and compare the effect of tax rules on individuals, partnerships, and corporations
- ACCT5 Demonstrate and explain current auditing standards and acceptable practices, and the impact of audit risk on the firm

Career Opportunities:

An LMU MBA degree with a concentration in accounting can lead to careers in auditing, budget analysis, financial or managerial accounting, and tax.

Finance Concentration

Mission:

The mission of the LMU MBA Finance Concentration is to provide the development of operative, intellectual and managerial skills needed for a career managing complex topics in corporations, financial institutions and markets.

An LMU MBA degree with a concentration in finance is designed to offer advanced applied and theoretical knowledge in the areas of financial management, corporate finance, financial institutions and investments. Finance electives are structured to encourage analytical thinking, creative problem solving, and strategic decision making.

Expected Concentration Outcomes:

- FIN1 Evaluate investment decisions utilizing financial theory, analytical decision making tools, quantitative and non-quantitative economic attributes
- FIN2 Compare various financial institutions and intermediaries and explain their role in market efficiency and capital allocation within financial markets
- FIN3 Differentiate the different risks faced by financial managers and develop methods or strategies for mitigating each risk
- FIN4 Compare and contrast the means of raising capital and disbursing proceeds, and explain their implication on shareholder wealth
- FIN5 Assess the economic implications financial decisions have outside the firm, specifically on the local, national, and global stakeholders

Career Opportunities:

An LMU MBA degree with a concentration in finance can lead to careers in banking, brokerage activities and investment, corporate and public finance, insurance, personal financial planning and positions as financial analysts in industry.

Human Resource Management Concentration

Mission:

The mission of the LMU MBA Human Resource Management Concentration is to provide the development of technical and managerial skills to manage the development of human capital in organizations, and to provide related services to individuals and groups.

An LMU MBA degree with a concentration in human resource management is designed to study specific quantitative and qualitative theories and methods used to collect reliable and valid human resource management data for decision purposes. Human Resource electives are structured to examine theory and applications in the areas of recruitment and selection, fair employment practices, performance appraisal and management, compensation design and management, job evaluation systems, and career development.

Expected Concentration Outcomes:

- HRM1 Conduct workforce planning, evaluate and conduct job analyses, and exhibit understanding of approaches to job design
- HRM2 Evaluate, develop, and implement human resource training and development policies and plans
- HRM3 Evaluate, develop, and implement performance management policies and plans
- HRM4 Evaluate, develop, and implement plans designed to facilitate the employer-employee relationship
- HRM5 Evaluate, assess and analyze the effects of labor relations and collective bargaining

Career Opportunities:

An LMU MBA degree with a concentration in human resource management can lead to HR positions in a wide variety of businesses, recruiting firms, consulting firms, or training organizations.

Management Concentration

Mission:

The LMU MBA Management Concentration prepares professionals for a career in management. This concentration provides a robust education focused on management practice, research, and ethics. Through experienced business faculty, the program strives to be a leading provider of managers to our community and beyond.

An LMU MBA degree with a concentration in management is designed to refine management competencies that enable students to provide the dynamic leadership needed for success. Management electives are structured to provide a thorough understanding of current management theory and practices, while also enhancing management skills through real-world application and problem-solving.

Expected Concentration Outcomes:

- MGMT1 Analyze, evaluate and implement the management concepts of planning, organizing, leading and controlling
- MGMT2 Differentiate between management and leadership and analyze the importance of leadership over management
- MGMT3 Synthesize strategic management principles of crafting and executing strategy and the importance of leadership in this process
- MGMT4 Assess and apply strategic management principles in a global environment
- MGMT5 Evaluate the importance of change management and innovation in conjunction with diversity management in a strategic approach

Career Opportunities:

An LMU MBA degree with a concentration in management can lead to careers in a wide variety of private businesses, consulting firms, or the public sector.

Marketing Concentration

Mission:

The LMU MBA Marketing Concentration prepares professionals for a career in marketing management, providing a robust education focused on marketing management, research, and ethics. Our experienced business faculty delivers real world knowledge and skills to future marketing managers for the Appalachian region.

An LMU MBA degree with a concentration in marketing is designed to deepen academic and practical learning experiences that equip students with the knowledge to apply the marketing concepts and theories of marketing management. Marketing electives are structured to provide students with the skills and knowledge needed to succeed in a customer-driven marketplace

Expected Concentration Outcomes:

- MKTG1 Students will integrate both functional knowledge and managerial competency in the solutions of marketing problems
- MKTG2 Students will demonstrate practical knowledge in content areas such as Brand Management, Global Marketing, Integrated Marketing Communication, Consumer Behavior, Electronic Commerce, and Professional Sales Management
- MKTG3 Students will develop an appreciation for making ethical and socially responsible choices in business
- MKTG4 Students will cultivate a capacity for making and critiquing marketing decisions

Career Opportunities:

An LMU MBA degree with a concentration in marketing can lead to careers in sales, brand management, communications, advertising, marketing research agencies and consultancy.

International Business Concentration

Mission:

The mission of the LMU MBA International Business Concentration is to provide the advanced development of technical and managerial competencies needed for a career in an international setting.

An LMU MBA degree with a concentration in international business is designed to provide knowledge for working in or managing organizations with international customers, vendors, partners or operations. International Business electives are structured to provide a framework to assess global market conditions, formulate competitive market entry strategies, understand cultural and economic system differences, and capitalize on foreign market opportunities.

Expected Concentration Outcomes:

- INTB1 Demonstrate and explain the interrelationship between geography, natural resources, degree of development (HDI), the dynamics of globalization, and political and economic factors
- INTB2 Analyze and evaluate national trade policies, trade patterns, balance of payment, and the role of regional trading blocs
- INTB3 Identify and assess the role of central banks, currency trading and the establishment of intergovernmental currency trading policies, as well as the effect of the World Bank, the IMF and the WTO on global trade

- INTB4 Compare and contrast differences among national cultures, colonial influences, and religious attitudes that affect business operations in specific countries
- INTB5 Exhibit the ability to identify, measure, interpret, and incorporate relevant information in analyzing problems and making effective business decisions in an international context

Career Opportunities:

An LMU MBA degree with a concentration in international business can lead to careers with international companies, international trade, product import and export, and as a cultural advisor or international recruiter.

General MBA

Mission:

The mission of the LMU MBA General MBA is to provide the opportunity for increased knowledge across the major business disciplines while focusing on the abilities and skills to be an effective manager and leader in any business field.

A general LMU MBA degree is designed to expand knowledge across the major business disciplines while also emphasizing decision making and leadership skills.

Expected Concentration Outcomes:

- GBUS1 Synthesize strategic management principles of crafting and executing strategy and the importance of leadership in this process
- GBUS2 Differentiate between management and leadership and analyze the importance of leadership over management
- GBUS3 Conduct workforce planning, evaluate and conduct job analyses, and exhibit understanding of approaches to job design
- GBUS4 Evaluate investment decisions utilizing financial theory, analytical decision making tools, quantitative and non-quantitative economic attributes
- GBUS5 Evaluate, develop, and implement performance management policies and plans

Career Opportunities:

A general LMU MBA degree can lead to career advancement across all business disciplines in the private, public, or nonprofit sectors.

Sport Management Concentration

Mission:

The mission of the LMU MBA Sport Management concentration is to provide the intellectual and managerial skills individuals need for career advancement and leadership in the sport industry. The College of Business seeks to respond to the needs of the region in Sport Management education, and to offer individuals and employers an opportunity to gain advanced skills and knowledge in the field of Sport Management and business.

An LMU MBA degree with a concentration in sport management is designed to develop and deepen a student's diverse set of skills, including technical competence in analytical and quantitative techniques, critical thinking, communication abilities, and values. Sport Management electives are structured to encourage technical competency, critical thinking, effective communication, and decision making skills.

Expected Concentration Outcomes:

- | | |
|-------|---|
| SMT 1 | An understanding of the structure of a sport management job hierarchy |
| SMT 2 | The ability to implement a marketing plan in a practical sport management situation |
| SMT 3 | An ability to set corporate objectives in a practical sport situation |
| SMT 4 | An ability to reach corporate objectives through implementation of managerial models in an actual sport education corporate project |
| SMT 5 | The ability to effectively use technology in completing practical applications in the field of sport management |

Career Opportunities:

An LMU MBA degree with a concentration in Sport Management can lead to careers in high school or collegiate athletics, professional sports, corporate sport, international sports and recreational/leisure careers.

Master of Science in Business Analytics Mission Statement

The MSBA stands in support of the mission of the School of Business at LMU as a graduate degree option. The mission of the MSBA program is to develop students who can demonstrate a proven ability to utilize data to create value-added solutions for important business challenges.

Program Outcomes:

- 1) Apply critical thinking skills to solve complex business problems
- 2) Classify data sets and select the appropriate analytical tool
- 3) Generalize the necessary theoretical, mathematical, and statistical concepts to ensure data is properly analyzed
- 4) Acquire data from a diverse population of computer storage systems
- 5) Execute in a team environment
- 6) Communicate complex analytical results in ways business managers can understand

The MSBA degree is offered at the LMU Duncan School of Law - Knoxville location.

Doctor of Business Administration Mission Statement

The DBA stands in support of the mission of the School of Business at LMU as a graduate degree option. The mission of the DBA program is to create a doctoral learning opportunity for business professionals in Appalachia. Through qualified and experienced faculty, students will be provided the skills necessary to advance the practice of business in a diverse and evolving global economy, to further the body of knowledge and research, and to balance the pursuit of prosperous business practices.

Program Outcomes:

- 1) Develop the knowledge and analytical capability to lead an organization in adapting, evolving, and learning in an ever-changing environment
- 2) Acquire and apply knowledge of behavioral, policy, and strategic issues to improve organizational effectiveness
- 3) Facilitate and communicate advanced analytic and problem solving capabilities grounded in sound academic and practical research

The DBA degree is offered at the LMU Duncan School of Law - Knoxville location and allows students to select an area of concentration, either Management or Sport Management.

LINCOLN MEMORIAL UNIVERSITY
Undergraduate Academic Calendar 2016-2017
Official University Holidays (Offices closed/no classes):
2016: September 5; November 23-25; December 26-31
2017: January 1; April 14; May 29 and July 4.

Fall Semester 2016 – 76 class days – 5 exam days

Final Registration before classes begin	August 12
New Student Survival Weekend.....	August 13
Matriculation Ceremony (11 a.m.)	August 13
Residence halls open (8a.m.).....	August 14
Classes begin.....	August 15
Last day to complete registration/add classes.....	August 24
Labor Day (no classes, residence halls remain open).....	September 5
Last day to drop course without “WD”	September 13
Homecoming (classes held as scheduled)	October 7 - 8
Mid-term.....	October 10 – 14
Last day to drop course without “F”	October 21
Early registration begins.....	October 24
Thanksgiving holiday (no classes)	November 23 - 25
Residence halls open (1 p.m.)	November 27
Classes end.....	December 2
Final exams	December 5 - 9
Commencement (11 a.m.)	December 10
Residence halls close (2 p.m.)	December 10

Spring Semester 2017 – 74 class days – 5 exam days

Final Registration before classes begin	January 6
Residence halls open (8a.m.).....	January 8
Classes begin.....	January 9
Martin Luther King Day (special activities).....	January 16
Last day to complete registration/add classes.....	January 18
Last day to drop course without “WD”	February 7
Lincoln Day/Founders Day (special activities)	February 13
Mid-term.....	Feb. 27 – March 3
Last day to drop course without “F”	March 17
Residence halls close (5 p.m.)	March 17
Spring break (no classes).....	March 20 – 24
Residence halls open (1 p.m.)	March 26
Early registration begins.....	March 27
Good Friday (no classes).....	April 14
Classes end.....	April 28
Final exams	May 1 - 5
Commencement (11 a.m.)	May 6
Residence halls close (2 p.m.)	May 6

Summer Term 2017May 8– July 28

Memorial Day (no classes).....	May 29
Independence Day (no classes)	July 4

During the 12-week summer term, classes may meet 3 weeks, 4 weeks, etc., as long as the required number of contact hours is met.

LINCOLN MEMORIAL UNIVERSITY MASTER OF BUSINESS ADMINISTRATION CATALOG

Office of the Dean, School of Business..... 423-869-6298
(Room 106, Business/Education Building; Main Campus)
Office of Graduate Programs 865-531-4107
(421 Park 40 North Blvd, Knoxville, TN 37923)

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 in an on-line format. The DBA program is offered at the Duncan School of Law – Knoxville campus.

ACADEMIC INFORMATION

Lincoln Memorial University offers graduate studies leading to the Master of Business Administration and Doctorate of Business Administration degrees.

The programs require students to analyze, explore, question, reconsider and synthesize old and new knowledge and skills. The curriculums have 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 wishing to receive a printed copy of his/her grades must submit a written request to the Office of the Registrar before the week of final exams.

To receive due consideration, any challenge regarding the accuracy of a student's academic record must be submitted in writing by that student to the Registrar within one year of the term in question.

The student may obtain or have forwarded to designated parties copies of his/her academic transcript by submitting a written request to the Office of the Registrar. The University cannot transmit any transcripts electronically (FAX). The cost of each transcript is \$4.00. The student's account with the Finance Office must be paid in full and Perkins student loans must be in a current non-defaulted status prior to the release of any official grades, academic transcripts, or access to WebAdvisor.

Tuition and Fees

- \$453/MBA, \$500/MSBA, \$1000/DBA per semester hour: All fees should be paid at the time of registration.
- All MBA students are required to complete the LMU MBA 100 Comprehensive CPC exam. The exam must be completed during the student's first semester of MBA coursework. The exam is available online and requires a fee of \$40 paid at the time of the exam. The MBA director will provide additional information on the exam.
- All MBA students are required to complete the LMU MBA 590 Comprehensive CPC exam. The exam must be completed as part of the MBA 590 Business Strategy course. The exam is available online and requires a fee of \$32 paid at the time of the exam. The MBA 590 Instructor or MBA director will provide additional information on the exam.
- The 2016-2017 fee rates will include a comprehensive fee (mandatory) for all students and is broken down as follows:

FT UG (Harrogate site) – Fall \$265/Spring \$265 – this includes tech fee, parking/vehicle registration fee/ID, and health fee (NOT Insurance)/general use of campus facilities

FT UG (extended sites) – Fall \$115/Spring \$115 – this includes tech fee, parking/vehicle registration fee/ID/general use of campus facilities

- ALL Other Students - \$15 Fall/\$15 Spring (this will include parking/vehicle registration/ID badge/general use of campus facilities)

Financial Aid

Federal Financial aid is available to students who are enrolled at least half time. **Students must have at least 6 credit hours each semester to be considered a half-time student.** Any student with less than 6 hours is considered less than half time.

Federal Financial Aid available for Graduate MBA students consists of Stafford Loans (up to a maximum of \$20,500 per year) and Grad Plus loans. Eligibility determination for loan amounts will be determined by the student's federal application for aid (FAFSA), the LMU MBA/DBA programs pre-determined Cost of Attendance (COA) budget as well as the number of classes in which the student is enrolled.

Please note important information below. This was released by the U.S. Department of Education and becomes effective July 1, 2012.

“Effective with all loans processed after July 1, 2012, due to the Federal Government cost cutting measures, there will be no more Federal Direct Subsidized Stafford Loans available to Graduate Students. While Graduate Students will still have FULL eligibility for Federal Direct Stafford Loans, only the Federal Direct Unsubsidized Stafford Loan will be available. Once students have met Federal Direct Stafford Loan limits, Graduate Plus Loans will also be available just as they have in the past. You may read more about Federal Direct Stafford Loans on LMU's homepage under Financial Aid for Graduate Students.”

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 the 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:

Graduate Tuition - MBA (per credit hour)	\$470
MSBA (per credit hour).....	\$500
DBA (per credit hour)	\$950
*Drop/Add Fee (per class)	\$15
Directed/Independent Study Fee (plus tuition for each course).....	\$25
Late Registration Fee	\$100
(Refer to schedule)	
Graduation Fee.....	\$100
Draft Reject Fee or NSF fee.....	\$30
Vehicle Registration Fee	\$30/year

*Refer to current schedule of courses, student handbook or contact the Bursar. University credit/refund schedule will apply. All fees are subject to audit verification. LMU reserves the right to correct any errors concerning financial information.

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 made, however, without consulting the academic advisor. **In addition, such changes can be made only by using the official Change of Schedule form and fully processing the change through the Office of the Registrar and the Finance Office.**

The student may add courses to her/his schedule through the “last day to complete registration” as announced in the Academic Calendar, and beginning on that date there is a \$15 per course fee for adding or dropping courses. Based on

the Academic Calendar regarding dropped courses, there are important **deadlines**, which affect the grade or notation that will appear on the student's academic transcript. Note: If the student chooses to drop all courses from a term, please see the Withdrawal Policy. See the Academic Calendar and take special note of the following:

Last day to drop without "WD"

If the course is dropped on or before that date, the course will not appear on the transcript; if the course is dropped after that date, the course will appear on the transcript with a notation of WD (for "Withdrew").

Last day to drop without "F"

If the course is dropped after that date, the course will appear on the transcript with the grade F.

Early Registration and Late Registration

Early registration helps ensure each student a place in classes for the upcoming term, and helps the staff adjust offerings to meet student needs. Students are urged to take advantage of the designated period each term to meet with his/her advisor, plan ahead, and register early. Early registration is confirmed at the ensuing registration period. Early registration refers to pre-registration for classes and registration confirmation by arranging for payment for classes. All students, except those who pay during early registration, must be present at the regular registration period to complete the process.

The final step in registration is the payment of fees or arranging for alternate forms of payment. Until this step is completed, the student is **NOT officially registered** and is not eligible to attend classes. Students who attend class without completing registration may not receive academic credit for attendance or work completed. Students should carefully plan and register for a schedule on the published registration dates for each term. However, students may register through the published late-registration period. Students must complete registration by the published "last day to complete registration/add courses" deadline of each semester, and financial accounts reconciled by the last day of the semester to receive any transcript credit for the semester. Late registrants must make up missed work and are assessed a late fee.

Withdrawal from the University

"Withdrawal from the University" refers to the official process in which the student withdraws from ALL classes, from the residence hall (if applicable), and from any current student relationship with the University. The student initiates this process by obtaining a Withdrawal Form in the Registrar's Office or from the Registrar's home page.

The student must fill out the form and obtain the required signatures: Dean of Community College Partnerships (for international students or a recipient of veteran's benefits), School Dean (for graduate students), Director of Residence Life, Bursar, Executive Director of Financial Aid, Dean of Students, 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 Services 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.

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. The notation of WD does not calculate in the GPA.

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 Student Accounts 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 Student Accounts Office, 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 are ineligible to continue in an academic program because of grade deficiencies and who are registered in advance for the subsequent semester, may be required to complete an official withdrawal form.

Refund Policies

Refund of Institutional Tuition, Room and Board Charges

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. The student initiates this process by completing a withdrawal form (can be found online) and submitting this to the Registrar’s Office.

Should the student fail to complete this process, all semester charges will become immediately due and payable (refer to “Withdrawal from the University”).

The official withdrawal process begins in the Office of the Registrar. A withdrawal form must be completed and all the necessary signatures obtained. Oral requests do not constitute official notification.

The University's official date of withdrawal used to compute the refund is based on the date the withdrawal form is recorded by the Registrar. Applicable institutional charges for fall and spring semesters will be refunded according to the following schedule:

Through the first official day of classes	100%
After the first official day of classes and during the first week of the semester	90%
During the second week of the semester	75%
During the third week of the semester	50%
During the fourth week of the semester	25%
After the fourth week of the semester	0%

No refund of institutional charges will be made after the fourth week of the semester.

Specific dates affecting the schedule of refunds appear on the Registration Policies page of the electronic class schedule, WebAdvisor, which is available on the LMU web site by selecting the Current Students and Faculty link; and/or the Office of Student Services, the Office of the Registrar and the Office of Finance. Refund schedules pertaining to summer are adjusted to the varying length of the terms. They are also available in WebAdvisor by selecting the given term.

Change of Name or Address

A student who changes his/her name, residence, or mailing address is expected to immediately notify the Office of the Registrar regarding the change. Name changes must be submitted as a signed request. Documentation must accompany a name change: marriage certificate, divorce decree, or court order. Current students can change their address online through their WebAdvisor account. Former students must submit a signed request for an address change. Any communication from the University which is mailed to the name and address on record is considered to have been properly delivered. The student's LMU email address will be used for all electronic mail.

Technology

Incoming students must be computer literate, able to use software for e-mail, word processing, web browsing, and information retrieval. Students must have home (non-school) access to the Internet for communicating with instructors and accessing learning resources.

WebAdvisor

WebAdvisor is a web-based information management tool that allows students to search for classes, and access their Student Profile, Class Schedule, Grades, Student Account, and Financial Aid information.

The student's account with the Finance Office must be paid in full and Perkins student loans must be in a current non-defaulted status in order for the student to gain access to 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 Business graduate degrees.

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, participation in officially recognized activities and sports, and weight and height of members of athletic teams. Currently enrolled students may withhold disclosure in writing to the attention of the Registrar.

Students may not inspect and review financial information submitted by their parents; confidential letters and recommendations associated with admissions, employment or job placement, or honors to which they have waived their rights of inspection and review; or education records containing information about more

than one student, in which case LMU will permit access only to that part of the record which pertains to the inquiring student.

Lincoln Memorial University maintains a list of all persons except other college officials who have received a copy of the student's education record. A copy of the LMU institutional policy on the release of education records is on file in the President's Office and the Office of the Registrar.

Criminal Background Check Policy

If a student is assigned for clinical experiences/practicum at a clinical affiliate, other affiliate agency, organization, or school requiring a criminal background check, the student will be required to provide the requested information. Students are allowed in the facility at the discretion of the clinical affiliates, other affiliate agency, organization, or school. If the agency denies the student's acceptance into the facility, the student will not be able to complete the clinical/practicum/field experience and will be withdrawn from the program.

In certain situations, investigative background reports are ongoing and may be conducted at any time. **Access to the program may be denied at any time by the agency or Lincoln Memorial University.**

Transfer Graduate Credit

A maximum of nine semester credit hours at the graduate level may be transferred to the MBA program (**must** have a five or above as the first digit of the course number). MBA credit hours may not have been applied to a previous degree and **must** carry a grade of "**B-**" or better. A maximum of twelve semester credit hours may be transferred to the DBA program for students already possessing an MBA degree. Credits transferred into any graduate degree program at Lincoln Memorial University must be earned after the required entrance degree was posted on the transfer transcript. Course credit earned more than five years before the current semester will not be approved for transfer credit. Only credit/course work from a degree-granting accredited institution, recognized as such by a regional accrediting body, will be accepted for transfer. All transfer credit must be approved by the Dean of the School of Business. Grades and quality points for transfer work will be included in the calculation of the LMU graduate GPA.

Correspondence Study/Prior Learning Credit

No graduate credit is accepted by Lincoln Memorial University for work done by correspondence or through any program awarding credit for prior non-college sponsored learning.

Graduate Credit for Undergraduate Seniors

The LMU student who has not completed all requirements for the baccalaureate degree may be eligible for master-level graduate study as an 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.

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	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."

The student's GPA is determined by the total number of letter-graded (A-F) semester credit hours attempted (not the number of semester credit hours passed).

Letter Grade	Percentage
A	93-100%
A-	90-92.99%
B+	87-89.99%
B	83-86.99%
B-	80-82.99%
C	70-79.99%
F	0-69%

Probation Status

Probation constitutes a warning of insufficient progress. In order to remain in good academic standing, the graduate student must maintain a grade point average of 3.0 (B). The grade point average considered for academic progress is the GPA of the current program. The grade point averages from previous degrees at Lincoln Memorial University may not be averaged into the current GPA. A student whose cumulative GPA falls below a 3.0 in a given semester is placed on probation the following semester. A student whose cumulative GPA falls below a 3.0 (B) for two successive terms will be suspended and is no longer eligible to participate in the graduate degree program.

Appeals Procedure

A student who is placed on probation or suspended from the program and feels that the probation or suspension is unfair has a right to appeal. The student who wishes to appeal a probation or suspension has 30 days from the postmark on the letter of notice to present the appeal in writing to the Dean of the School of Business. The Dean will respond to the student's appeal within two weeks of the receipt of the letter of appeal. Should this response be unsatisfactory to the student, a meeting with the Dean may be requested. The Dean and the student must inform each other of any additional attendees to the meeting. The student may continue this appeal to the Vice President for Academic Affairs. The decision of the Vice President for Academic Affairs is final.

School of Business Academic Grievance Procedure Proposal

All academic grievances and grade appeals must be submitted in writing. For classroom activity or assignment grade grievances, the written appeal must be made within one week of the grievance. For final course grade grievance, the written appeal must be made within two weeks following the first day of classes for the next semester (including summer terms).

Grievances concerning any aspect of academics, classroom activity, class assignment grade, or final course grade must be taken first to the instructor of the class. Students must not correspond with other faculty, the Program Director, Department Chair, Associate Dean, Dean, or other LMU officials about a disputed grade prior to meeting with the faculty member, with the exception of the student's faculty advisor who can explain the process and provide the grade appeal form. If the advisor and faculty are the same person, an alternate advisor will be assigned by the Dean of the School of Business. If a student feels he/she needs to take the matter further, the chair of the department or program director offering the course or program should be consulted in writing.

If there is still no resolution, the appeal will go before the School of Business Academic Faculty Review Committee comprised of three non-involved faculty with the student presenting his/her case. The next appeal source is the Dean of the School of Business. Both the student and the involved faculty member have a period of no longer than seven calendar days to file an appeal to a decision, in writing, to the Dean of the School of Business. A final decision may be rendered by the Vice President for Academic Affairs.

.....
Any complaints involving sexual harassment should be brought pursuant to the University Sexual Harassment policy and are not regulated by this Code.

Graduate Satisfactory Academic Progress

Satisfactory Academic Progress relating to Financial Aid federal regulations require that all students who receive federal financial aid make progress toward a degree. All colleges must have policies that ensure students are making this progress both qualitatively and quantitatively. At LMU, starting with the fall 2011 semester, we have established the following Satisfactory Academic Progress (SAP) Policy that will be reviewed following each semester, including the summer term.

Quantitative

Students can attempt a maximum of 54 credit hours in pursuit of their 36 credit hour MBA degree. In the Professional MBA degree program, they may attempt 45 credit hours in pursuit of the 30 credit hour professional MBA program. Any student who attempts hours beyond this mark is ineligible for financial aid. All students who receive federal student aid must earn credits in 67% of the cumulative hours they attempt (rounded to the nearest whole number). For example, a student who attempts 6 hours in fall and 9 hours in spring must earn 9 hours of credit for that academic year. Failing a class or withdrawing from a class, whether passing or failing, can affect SAP. Additionally, all transfer courses accepted at LMU count both as attempted and earned hours. Incompletes will not count against attempted hours until a grade is 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 researcher’s own words or ideas. Another common form is the practice of substituting words or phrases while retaining the original author’s form and structure.

Plagiarism in any form is one of the most egregious violations of professional ethics an author can commit. Submission of plagiarized material, even by accident or through ignorance, is a severe infraction of the professional ethical code and can result in expulsion from the program. To avoid plagiarism:

- Cite sources within the text for all phrases or ideas that are quoted or paraphrased.
- Cite sources within the text in the format delineated in the APA Manual* 6th edition of the *Publication Manual of the American Psychological Association* (2009).

Certification of Authorship

All student papers must include the following Certification of Authorship statement:

I certify that I am the author of this paper titled _____ and that any assistance I received in its preparation is fully acknowledged and disclosed in the paper. I have also cited any sources from which I used data, ideas, or words, either quoted directly or paraphrased. I also certify that this paper was prepared by me specifically for this course. I understand that falsification of information will affect my status as a graduate student.

Student's Signature _____ Date _____

Repeating Graduate Courses

Students may repeat any course a maximum of three (3) times. The higher grade is included in the revised calculation of the cumulative GPA. However, all attempts will remain a part of the permanent academic record.

Graduate Student Course Load

The normal load for a part-time student is six (6) hours, and for a full time student is nine (9) hours. The maximum load for a graduate student is twelve (12) semester credit hours during fall and spring semesters, three (3) semester hours during mini-terms, and 12 semester credit hours for the summer session. Students must seek and receive permission from the MBA Program Director or Dean of the School of Business to take 12 hours or more any semester.

Orientation/Advisement

Each semester new graduate students are assigned academic advisors and are invited to attend a new student orientation. The orientation session provides students with critical information for progressing through each degree program. The information includes admission, program, and exit requirements. The advisement process is important in that advisors assist in the formulation of comprehensive examinations and in the monitoring of internships and field experiences. Advisors are accessible throughout the program for academic advisement. Advisors' personal telephone numbers, e-mail/web page addresses and office hours are posted on each syllabus.

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/MSBA approved courses in the traditional part-time and the full-time MBA/MSBA program and 30 semester credit hours of MBA approved courses in the dual degree or executive track MBA programs
2. A minimum cumulative GPA of 3.0 (B)
3. Completion of all outcomes assessment testing and activities
4. Payment of all fees

The following requirements must be met for earning the DBA degree:

1. Completion of 57 semester credit hours of DBA approved courses
2. A minimum cumulative GPA of 3.0 (B)
3. Completion of all outcomes assessment testing and activities
4. Payment of all fees

Second Master's Degree Requirements

A maximum of twelve (12) semester credit hours (excluding thesis hours) of graduate credit earned from the first LMU master's degree may be applied toward the second degree provided that the courses are appropriate for the second master's 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 three (3) 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 for the MBA, or six (6) semester credit hours for the MSBA, 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. **Auditor status.** The student wishing to audit courses may enroll by completing an application for admission form, registering for the course, and paying the appropriate fees. An “AU” notation will appear on the academic transcript signifying that the course was taken for audit, not for credit. Examinations are not required, grades are not earned, and credit is not awarded for audited courses.

POLICY FOR ADMINISTRATION OF GRADUATE ASSISTANTSHIPS

Programs of graduate study are designed to transform the individual from student to knowledgeable practitioner or professional scholar. When a graduate assistantship is well conceived and executed, it serves as an ideal instrument to facilitate the desired transformation. The primary goal of an assistantship is to facilitate progress toward the graduate degree.

The graduate assistant is expected to perform well academically to retain the assistantship. He/she is to be counseled and evaluated regularly by appropriate faculty to develop professional skills. The graduate assistant is expected to meet the obligations of the assignment and work a specified number of hours (departments using graduate assistantships are responsible for establishing the job description for each assistantship). He/she is to work under the supervision of experienced faculty/staff and to receive necessary in-service training for the assignment. The graduate assistant receives financial support for graduate study by contributing to the mission of the University. The totality of responsibility may be greater than that required of other students, but the opportunities for professional development also are greater for the graduate assistant.

Definition

An assistantship is a financial award, in the form of tuition assistance, to a graduate student for part-time work in a program of the University while pursuing a degree. Graduate assistants are appointed to perform various types of duties. Most commonly, the duties relate to supervisory or administrative functions of the university. Refer to the IRS website for the most updated information on the tax implications of graduate assistantships.

Qualification of Graduate Assistants

Graduate assistants must be currently enrolled in a graduate program with all requirements completed for admission to degree candidacy.

Application Process

Graduate students wishing to apply for assistantship are to apply online through the LMU website.

Work Assignments and Related Factors

Work assignments for each assistantship should be as specific as possible and should be developed to reflect both the needs of the department and each graduate assistant's obligation to make satisfactory progress in his/her program. 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	July 15
Spring	November 15
Summer	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

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 online application for admission, application essays, the \$50 application fee, a current resume, official transcripts of all undergraduate and graduate course work from accredited institutions, and three (3) reference letters from professionals in the field who are familiar with their work and ability and can, therefore, evaluate potential for success in the graduate program.

In addition, the ideal MBA student should have completed the following:

1. A baccalaureate degree with a 2.75 GPA.
2. Signed document acknowledging all requirements for your program.
3. Successful completion of undergraduate business coursework in Finance, Accounting, Economics, Management, and Marketing.

International students must have a minimum score of 700 on the Test of English as a Foreign Language (TOEFL). In cases where a foreign student is otherwise qualified for admission to the program, but his/her TOEFL score indicates the need for additional English language instruction, he/she might be admitted conditionally to the program pending satisfactory completion of the necessary courses.

LMU MBA Programs

The traditional evening Master of Business Administration degree is a thirty-six semester credit hour program intended for upwardly mobile professionals and recent graduates with exceptional academic backgrounds. The core curriculum focuses on business theory and applications by integrating case studies, research, presentations, and seminars. The objective of the program is for the student to be able to apply the principles of accounting, finance, economics, information technology, management, marketing, business strategy, and business ethics within a contemporary global business environment. Students are able to choose a concentration of 12 credit hours at both Knoxville-Cedar Bluff and Harrogate sites.

Concentration MBA Requirement for Knoxville-Cedar Bluff & Harrogate Locations

		Cr Hrs
MBA 511	Operations Management and Quantitative Analysis	3
MBA 515	Business Ethics and Social Responsibility	3
MBA 545	Marketing Management	3
MBA 550	Financial Management	3
MBA 565	Economics for Decision Making	3
MBA 570	Accounting and Decision Making	3
MBA 575	Contemporary Management and Leadership	3
MBA 590	Business Strategy	3
TOTAL CORE		24
*MBA Concentration Elective		3
*MBA Concentration Elective		3
*MBA Concentration Elective		3
*MBA Concentration Elective		3
TOTAL PROGRAM		36

Online MBA Program

		Cr Hrs
MBA 511	Operations Management and Quantitative Analysis	3
MBA 515	Business Ethics and Social Responsibility	3
MBA 516	Human Resource Management	3
MBA 545	Marketing Management	3
MBA 550	Financial Management	3
MBA 565	Economics for Decision Making	3
MBA 570	Accounting and Decision Making	3
MBA 575	Contemporary Management and Leadership	3
MBA 580	International Business	3
MBA 590	Business Strategy	3
MBA 600	Organizational Behavior	3
MBA 610	Organizational Leadership	3
TOTAL PROGRAM		36

- * Course may be delivered in an online, hybrid or ITV format.
- **The online MBA is only offered with the General Business concentration. Students pursuing the General MBA in Knoxville-Cedar Bluff or Harrogate choose any four electives.
- ***Executive Track applications (3 + years of management/leadership experience) can complete the General MBA with six credit hours of electives waived based upon professional experience.

The Dual Degree MBA Program

The dual degree Master of Business Administration degree is a thirty six semester credit hour program intended for individuals who have earned or are in the process of earning a professional degree. The objective of the program is to stress your role as manager and leader, while providing the foundation knowledge in business to complement your professional degree. We offer two dual degree programs: one for DO and DVM students and the other for students who are pursuing a professional degree i.e. law, education, engineering, etc. A dual degree student must be working on both degrees concurrently.

Dual degree MBA Requirements for professional students (e.g. law, nursing, engineering, education)

		Cr Hrs
MBA 511	Operations Management and Quantitative Analysis	3
MBA 515	Business Ethics and Social Responsibility	3
MBA 545	Marketing Management	3
MBA 550	Financial Management	3
MBA 565	Economics for Decision Making	3
MBA 570	Accounting and Decision Making	3
MBA 575	Contemporary Management & Leadership	3
MBA 590	Business Strategy	3
TOTAL CORE		24
MBA Elective		3
MBA Elective		3
Collateral Program Elective*		3
Collateral Program Elective*		3
TOTAL PROGRAM		36

*Six hours of business school credits are given for equivalent courses offered at the professional school.

Dual degree MBA Requirements for medical students (DCOM, Medical and Vet Med Students Only)

The program begins with an intensive ten week summer session followed by course work in residence or online. The core curriculum is delivered face to face in an intense, dynamic, fast paced ten-week summer term. The dual degree MBA program only offers a general business concentration, though you may select three MBA electives from any discipline you prefer to complete your 30 hours.

		Cr Hrs
MBA 521	Foundations of Business I	6
MBA 522	Foundations of Business II	6
MBA 515	Ethics and Social Responsibility	3
MBA 610	Organizational Leadership	3
MBA 590	Business Strategy (capstone)	3
TOTAL CORE		21
MBA Elective		3
MBA Elective		3
MBA Elective		3
Collateral Program Elective*		3
Collateral Program Elective*		3
TOTAL PROGRAM		36

*Six hours of business school credits are given for equivalent courses offered at Vet or medical school

Admission to the MBA Program

The admission decision is based on an evaluation of all application materials submitted by the individual. The following are criteria utilized in the decision process:

1. MBA Application
2. Previous work experience
3. Undergraduate GPA
4. Graduate GPA
5. Specific course work completed
6. Three Recommendation letters
7. Writing sample

Special Admission for LMU School of Business Baccalaureate degrees

Lincoln Memorial University will grant initial admission to the 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.

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

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
Finance
General MBA (selection of any 4 electives)
Human Resource Management
International Business
Management
Marketing
Sport Management

Admission to the Dual Degree MBA Program

The admission decision is based on an evaluation of all application materials submitted by the individual. The following are criteria utilized in the decision process:

1. Professional MBA Application
2. Previous work experience
3. Undergraduate GPA
4. Graduate GPA
5. Specific course work completed
6. Three Recommendation letters

Final Evaluation for all Programs

As part of the outcomes assessment procedures, students will be required to complete the following items prior to graduation

- LMU MBA exit exam covering twelve common professional component categories
- LMU MBA exit concentration exam (applicable to all those earning a concentration, even general business.
- A personal interview with the MBA Program Director.
- All graduating student surveys

Concentrations

Accounting Concentration

MBA 574	Federal Income Tax	3
MBA 576	Managerial Accounting	3
MBA 672	Advanced Financial Accounting	3
MBA 674	Advanced Auditing	3

Finance Concentration

MBA 624	Public Policy and Public Finance	3
MBA 644	Financial Institutions and Markets	3
MBA 645	Portfolio Management	3
MBA 648	International Financial Management	3

Human Resource Management Concentration

MBA 516	Human Resource Management	3
MBA 640	Negotiation	3
MBA 662	Compensation and Benefit Structures	3
MBA 670	Labor and Employment Law	3

International Business Concentration

MBA 548	Global Marketing	3
MBA 560	Global Management	3
MBA 580	International Business	3
MBA 648	International Financial Management	3

Management Concentration

MBA 560	Global Management	3
MBA 600	Organizational Behavior	3
MBA 610	Organizational Leadership	3
MBA 640	Negotiation	3

Marketing Concentration

MBA 547	Brand Management	3
MBA 548	Global Marketing	3
MBA 552	Consumer Behavior	3
MBA 634	Electronic Commerce	3

Sport Management Concentration

SMT 560	Administration of Athletics	3
SMT 570	Sport Marketing	3
SMT 590	Sport Seminar	3
SMT 598	Internship in Sport Management	3

COURSE DESCRIPTIONS

MBA 505 – Essentials of Economics 3 cr hrs

This course deals with the survey of economic theory as it relates to household and business decision-making, market structures and strategy (microeconomics), national income, unemployment, and determination of the price level (macroeconomics), foreign trade, international finance. **This course is for non-business majors who are prospective MBA students. Credit DOES NOT count toward the 36 hour requirement of the MBA program.** Offered summer only.

MBA 506 - Essentials of Accounting 3 cr hrs

This course deals with the survey of essential accounting concepts and procedures, accounting for cash, short-term investments, and accounts receivable, inventory, long-term assets, property, plant & equipment, and intangibles, liabilities, stockholders' equity, financial statement analysis, cash flows, cost-volume-profit analysis, activity-based costing. **This course is for non-business majors who are prospective MBA students. Credit DOES NOT count toward the 36 hour requirement of the MBA program.** Offered summer only.

MBA 511 - Operations Management and Quantitative Analysis 3 cr hrs

This course includes both quantitative methods and operations management principles to assist managers in evaluating business processes.

MBA 512 - Business Research/Analysis 3 cr hrs

This course is an introduction to research methodology with emphasis on research design, compilation, analysis and interpretation. The final product is a detailed proposal for the Business Research Project that includes a literature search, problem specification, identification of data sources, and discussion of analytical methods. Prerequisite: MBA 511

MBA 513 - Business Research Project 3 cr hrs

In this course students utilize research and problem-solving methods developed in the core MBA curriculum to analyze a real-world business situation. The final product is a substantive research report that demonstrates competence in empirical research, analytical methods, and knowledge of the relevant scholarly literature. Prerequisite: MBA 512

MBA 514 - Business Consulting Project 3 cr hrs

This course provides students with an opportunity to apply the knowledge learned in the classroom to a practical setting. Students will assist an organization in solving a problem or exploring an opportunity. Prerequisite: approval of MBA Director or Dean.

MBA 515 – Business Ethics and Social Responsibility 3 cr hrs

This course addresses the concept of classical theories and ethics in corporate decision making. This course will address the conflict between economic and social objectives in a domestic and social context. Topics include global ethical approaches, corporate social responsibility, and business function ethical standards.

MBA 516 - Human Resource Management 3 cr hrs

This course examines the analytical nature of recruiting and selecting employees for long-term organizational growth. Primary topics include job

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

functions. Marketing communications alternatives are implemented for operational effectiveness. Prerequisite: MBA 545

MBA 550 - Financial Management 3 cr hrs

This course begins with a quick review of basic financial concepts and terms, and then begins an examination of the major types of financial decisions made by corporations today. Examples of the issues we discuss include capital budgeting principles, capital structure, cost of capital, corporate financing, market efficiency, short term asset management, and asset valuation. This course also introduces complicating factors, such as agency costs, corporate governance, and ethical issues into our analysis. Prerequisite: 3 hours of Finance or MBA 522.

MBA 552 – Consumer Behavior 3 cr hrs

This course examines various behavioral fields for their impact upon marketing decision-making. Behavioral research will be explored for buyer theory development. Prerequisite: MBA 545

MBA 554 – Professional Sales Management 3 cr hrs

This course involves an examination of professional sales and sales management strategies, techniques, and tools that fuel this key top-line revenue-driven subset of marketing. No requisites.

MBA 560 - Global Management 3 cr hrs

This course examines the nature and scope of international organizations. Primary business functions and the application of managerial decision-making methodology in areas such as planning, organizing, leading, and controlling are used to study successful global firm operations. As a project and case course, the challenges of multinational and multicultural companies will be discussed.

MBA 565 - Economics for Decision Making 3 cr hrs

This course prepares students to understand the role of economics in decision making within a business community. Topics include supply and demand as it relates to business decision making, cost and market structures as it relates to business decision making and consumer choice theory as it relates to business decision making. Prerequisite: 3 hours of Economics or MBA 522.

MBA 570 - Accounting and Decision Making 3 cr hrs

This course examines the uses of various financial and managerial accounting reports and techniques employed by business managers to control the operations of a company. Special emphasis will be placed on the control of manufacturing operations. Prerequisite: 3 hours of Accounting or MBA 522.

MBA 574 - Federal Income Tax 3 cr hrs

This course is a study of fundamental concepts, principles and procedures of individual and business taxes. Emphasis on understanding the federal tax laws, computation of gross income, exclusions, deductions, business transactions, working tax problems, and tax planning. Practical and ethical considerations will be incorporated into the entire course. Prerequisite: MBA 570

MBA 575 - Contemporary Management and Leadership 3 cr hrs

This course examines the organizational context affecting individual behavior and organizational performance contributions. Topics include organizational structure, culture, function, organizational development, team dynamics, and role set interactions. Individual and organizational changes will 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, and MBA 515.

MBA 595 - Special Topics in Business 1-3 cr hrs

In this course a special topic is developed by a member of the graduate faculty. The topic enriches the existing course offerings and affords expanded learning and experiences for students. Topics are announced in advance and the faculty member submits an outline with requirements to the Dean of the School of Business. Students are allowed a maximum of two (2) special topic courses.

MBA 600 – Organizational Behavior 3 cr hrs

This course presents basic concepts of formal organizations. Students become acquainted with the major conceptual models which purport to explain organizational behavior, acquire an understanding of the methods used to study organizations, and analyze research which has been produced. While the emphasis is placed on critical analysis of literature that deals with “what is,” attention is given to views about “what should be” in order for people to derive maximum satisfaction and other benefits from organizational activity.

MBA 610 - Organizational Leadership 3 cr hrs

This course emphasizes the leadership of organizations--corporations, agencies, and others--but it is also centered on the larger, inclusive, phenomenon of leadership in a variety of organizational and social settings.

MBA 614 - Administration of Health Care Organizations 3 cr hrs

This course deals with an examination of the management of health care organizations from the perspective of the CEO or administrator. Key topics covered include analyzing the health care organization’s mission and purpose, internal/external environment, culture, process of change, organizational structure and design, the role of the manager, and decision-making processes.

MBA 615 - Healthcare Topics and Issues 3 cr hrs

This course involves an examination of the U.S. health care system using a systems approach. Topics include history, culture and values, policy, financing, delivery and outcomes. Guest speakers introduce key topics and issues currently affecting their organization’s activities in the health care system.

MBA 616 - Healthcare Finance 3 cr hrs

This course addresses the application of key financial concepts and techniques. The course also examines the financial environment in the health care industry including managed care, and financial information required by managers to make decisions and recommendations for their organization. Students examine problems, case studies, and use software applications. Prerequisite: MBA 550

MBA 617 - Healthcare Information Systems 3 cr hrs

This course examines the development and use of information systems in health care organizations. Topics include: examination of clinical and administrative MIS systems and models; collecting, storing, and retrieving data to support management activities; and the use of MIS in the area of strategic planning and quality management.

MBA 618 - Strategic Decision Making for Healthcare Professionals 3cr hrs

This course introduces students to concepts, principles and practices of strategic management in health care settings. Topics include: negotiation, leadership, organizational design, organizational culture, strategic plan development and stakeholder and SWOT analyses.

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

MBA 637 - Systems Development Concepts 3 cr hrs

This course introduces the fundamental concepts and techniques of information systems analysis and design, including the systems development life cycle. The tools and techniques used for analysis, planning, design, and documentation of information systems will be covered from a management point of view. Topics include data flow analysis, data structuring, process flow analysis, file design, input and output design, and program specification. Prerequisite: MBA 635

MBA 638 - Project Management 3 cr hrs

This course is an introduction to the management of projects, with particular emphasis placed on the interdisciplinary nature and broad application of project management. Topics covered include project selection and initiation, management of risk, planning, financing, scheduling and resource allocation, human resources, quality control, evaluation and termination. Prerequisite: MBA 635

MBA 640 – Negotiation 3 cr hrs

Negotiation is a fundamental process that is used in making business deals, in managing working relationships with others, and in resolving conflicts. Negotiations occur for two reasons: (1) to create something new that neither party could do on its own, or (2) to resolve a problem or dispute between parties. Conflicts are common in any organization and in any relationship between individuals or organizations. The ability to manage and resolve conflicts effectively is critical in today's organization. Because we all negotiate about many things in many different situations, knowledge about and skill in negotiating is essential to anyone who works with and through other people to accomplish objectives.

MBA 644 - Financial Institutions and Markets 3 cr hrs

This course examines the role of financial institutions in wealth creation. Emphasis is primarily on U.S. institutional structures including banking, primary and secondary capital markets, government institutions (the Fed, Department of the Treasury, etc.), and financial intermediaries. Further, the determinants of interest rates and foreign currency exchange rates will be discussed. Prerequisite: MBA 550

MBA 645 - Portfolio Management 3 cr hrs

This course addresses the analysis of financial instruments and markets. The Modern Portfolio Theory is studied and applied to alternatives for portfolio management, financial derivatives and risk management. Prerequisite: MBA 550

MBA 646 - Problems in Financial Management 3 cr hrs

A problem-solving course designed to teach wealth maximization through valuation of capital assets. The use of accounting information to forecast financial outcomes is emphasized. In addition, the implication and inclusion of risk into financial planning and valuation will be examined. Prerequisite: MBA 550

MBA 647 - Long-Term and Short-Term Financial Management 3 cr hrs

This course examines how investment decisions are processed within a corporation, the decision criteria used, financing the decision, as well as the follow up monitoring used. Further, the course will introduce complicating 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 professional services, the Sarbanes-Oxley Act of 2002, and the Public Company Accounting Oversight Board (PCAOB), means of safeguarding assets, and accounting ethics. It

examines, evaluates and advises on provision of assurance, and wide-ranging auditing services both external and internal. Prerequisite: MBA 570

MBA 676 - Accounting Research 3 cr hrs

This course is designed to teach students research skills essential to succeed in today's accounting profession. Students will complement these skills with knowledge from previous accounting courses to solve complex accounting/business problems and reporting issues. Paper presentations showing results of research are required. Prerequisite: MBA 570, MBA 576

MBA 680 - Healthcare Information Systems 3 cr hrs

This course examines the development and use of information systems in health care organizations. Topics include: examination of clinical and administrative MIS systems and models; collecting, storing, and retrieving data to support management activities; and the use of MIS in the area of strategic planning and quality management

MBA 682 - Labor Relations and Collective Bargaining 3 cr hrs

This course will introduce students to labor and management relations, focusing on the development, structure and processes constituting the collective bargaining process in the United States. This course also provides a conceptual framework for the study of labor-management relations in the private and public sectors.

MBA 690 - Decision Making and Strategy 3 cr hrs

This capstone course focuses on integrated corporate decision making in terms of strategy formulation, implementation and evaluation. This course focuses on the competitive strategy of the firm, examining issues central to its long and short-term competitive position. The course will examine strategic decision making and analysis at both the business and corporate levels.

SMT 560 – Administration of Athletics 3 cr hrs

Leadership qualities, management styles, and planning tools will be addressed. Policies and problems of organization and administration of athletic programs and colleges. This course will discuss current issues and events in college athletics.

SMT 570 – Sport Management 3 cr hrs

Evaluation of sport and marketing, including applications of mainstream marketing which include a historical overview of sport marketing, collegiate and professional sporting events, commercial and public organizations, sporting goods, and the sport enterprise.

SMT 590 – Sport Seminar 3 cr hrs

Research and discussion of critical questions in physical education and sport management; topics to be studied will vary according to the concern of seminar students. Guest speakers and sport industry professionals will lecture in many of the classes.

SMT 598 - Internship in Sport Management 3 cr hrs

This course includes on-the-job learning in a sport management setting. Field experience involving supervised contact with Sport administrators.

DOCTOR OF BUSINESS ADMINISTRATION PROGRAM

Admission

Lincoln Memorial University seeks highly qualified and motivated individuals for admission to the Doctor of Business Administration degree program. As part of admission requirements, students must submit the online application for admission, application essays, the \$50 application fee, a current resume, official transcripts of all undergraduate and graduate course work from accredited institutions, and three (3) reference letters from professionals in the field who are familiar with their work and ability and can, therefore, evaluate potential for success in the graduate program.

In addition, the ideal DBA student should have completed the following:

1. A baccalaureate degree with a 3.0 GPA.
2. A MBA or equivalent master's degree with a 3.5 GPA.
3. Four years of work or professional experience in a managerial capacity, OR an overall GPA of 3.8 and recommendations indicating extraordinary academic potential.
4. An interview with the admissions committee.
5. Signed document acknowledging all requirements for your program.

LMU Doctorate of Business Administration (DBA) Program

The LMU DBA program follows a hybrid format with traditional evening and online classes. The program is intended for upwardly mobile professionals and recent MBA graduates with exceptional academic backgrounds. Foundation classes are the four main components of the LMU MBA core and are waived if the DBA candidate has completed an MBA degree. The core is made up of four classes that will provide the base for understanding of business theory and application in today's market. The management concentration is made up of four classes addressing organizational culture, structure, human resource management and entrepreneurship. Research classes are comprised of both statistics and research methods. Finally, students have 12 hours of dissertation credit to earn working with their dissertation committee.

Admission to the DBA Program

The admission decision is based on an evaluation of all application materials submitted by the individual. The following are criteria utilized in the decision process:

1. DBA Application
2. Previous work experience
3. Undergraduate GPA
4. Graduate GPA
5. Specific course work completed
6. Three Recommendation letters
7. Writing sample
8. Interview with DBA Director

DBA Curriculum for the Duncan School of Law Site		Cr
Hrs		
Foundation Classes		
MBA 545	Marketing Management	3
MBA 565	Economics for Decision Making	3
MBA 570	Accounting for Managers	3
MBA 575	Contemporary Management & Leadership	3
Core Classes		
DBA 700	Assessing Organizational Behavior	3
DBA 701	Leadership in Organizations: Theory & Practice	3
DBA 702	Global Perspectives & Implications of Business	3
DBA 703	Business Synthesis & Integration for Comp. Adv.	3
Management Concentration Classes (or Sport Management)		
DBA 710	Organizational Culture & Change	3
DBA 711	Organizational Structure & Design	3
DBA 712	Developing Human Resources Management	3
DBA 713	Organizational Entrepreneurship	3
Research Classes		
DBA 801	Doctoral Statistics	3
DBA 802	Research Methods I	3
DBA 803	Research Methods II	3
Dissertation Credits		
DBA 899	Dissertation Credits	12
TOTAL PROGRAM		57

DBA COURSE DESCRIPTIONS

DBA CORE CLASSES:

DBA 700 – Assessing Organizational Behavior

This course will examine in detail the behavior of individuals, organizations and the interaction between the two entities. Students will become acquainted with conceptual models of explaining and predicting behavioral nuances within organizations. This background will allow students to better interact with and implement productive behaviors within their own organizations.

- Synthesize the importance of job satisfaction and its relationship to organizational performance(2,3)
- Distinguish the theoretical and practical dimensions organizational behavior(2)
- Critique internal and external drivers of organizational behavior(2)
- Integrate the concepts of organizational behavior with business management(1,2)

DBA 701 – Leadership in Organizations: Theory & Practice

This course will introduce students to theoretical and practical foundations of leadership in organizations. Topics will include classical management theories, human relations approaches, systems perspectives and critical theories. An emphasis will be placed upon understanding these theories and their implications on modern business organizations.

- Evaluate an organization and the importance of organizations in society(2)
- Research historical organizational theories and their implications on the modern organization(3)
- Investigate the implications and challenges facing modern organizations(1,3)

DBA 702 – Global Perspectives & Implications on Business

Globalization continues to have a monumental effect on business both domestic and international. This course will examine the opportunities and demands presented to leaders and business professionals in the global marketplace. Implications on today's business environment will be examined through research and discussion.

- Assess the interconnectedness of a global economy and its implications on business(2,3)
- Differentiate international cultures from a leadership perspective(1)
- Research market entry into foreign markets(3)

DBA 703 – Business Synthesis & Integration for Competitive Advantage

This is a discussion/seminar course centered around business strategy focused on business level and corporate level organizations. Current research and events will be incorporated into the class discussion.

- Analyze the internal and external environment of an organization to develop and implement strategy(2)
- Critique current organizational strategies for environmental and industry fit(2,3)
- Recommend a business strategy that will provide a competitive advantage in today's business environment(1,2)

MANAGEMENT CORE CLASSES:**DBA 710 – Organizational Culture & Change**

This course focuses on the holistic understanding of organizational culture and change. Historical perspectives on culture and change theories will be introduced and discussed along with current case studies.

- Critique the level of fit between an organization and its culture(1,2)
- Formulate a plan for developing idealistic culture in a business organization based upon its internal and external environment(1,2,3)
- Relate organizational change theories to modern business organizations(1,2)

DBA 711 – Organizational Structure & Design

This course will provide students with an understanding of the fundamental approach to organizational structure and design. Students will explore the impact of globalization, instruments for organizational analysis, information technology in business today, and their implications on proper fit for the organization, workforce, and organizational environment in terms of efficiency and productivity.

- Discuss current issues in research on organizational structure and design(1,2)
- Weigh the implications of organizational design on employee engagement and productivity(1,2)
- Identify and consider organizational factors that indicate a need for structural change(1,2)

DBA 712 – Developing Human Resources Management

This course focuses on aspects of human resources management, human resources strategy, human development, and human resources challenges in a global business environment. Closely related topics including organizational change, performance management, learning organizations, employee motivation, employee engagement and employee retention will be researched and discussed.

- Provide students with the ability to design and recommend effective human resources practices(1,2)
- Consider effective employee reward mechanisms in terms of fit with the individual, organization and industry(1,2)
- Analyze job functions within a business organization and make recommendations for change that will positively affect employee effort, engagement and productivity(1,2)

DBA 713 – Organizational Entrepreneurship

This course focuses on developing an entrepreneurial mindset for business leaders in organizations both small and large. An emphasis will be placed upon creating an organizational environment where innovation, vision and collaboration are richly engrained in the culture.

- Consider the benefits of and ways to make big business culture entrepreneurial in nature(1,2,3)
- Summarize the scope of small business in the United States(1)
- Weigh some of the current trends challenging entrepreneurs and small business owners(2,3)

SPORT MANAGEMENT CORE CLASSES:

SMT 700 - Contemporary Issues in the Sport Industry

This course examines the relationship between sport, both professional and amateur, and society. Students apply critical thinking skills to analyze current sport-related controversies, and gain a deeper understanding of the relationships between sports and global social issues such as gender, ethnicity, social class,

economics, politics and mass media. It will also examine the social and cultural history of sport and its influence on our social institutions, such as politics, the economy and government.

SMT 710 - Sport Marketing

Students apply the fundamentals of marketing – target market, product, price, marketing channel, and marketing communication – to the sport industry. Students gain an understanding of sport as a product and its unique aspects.

SMT 720 - Administration of Intercollegiate Athletics

This course is a comprehensive overview of what is involved in leading a successful athletic program

SMT 798 - Internship in Sport Management

This course includes on-the-job learning in a Sport Industry setting. Field experience involving supervised contact with Sport administrators. Forty-five contact hours per semester hour credit is required. *Prerequisites: Completion of all requirements of the Sport Management degree and consent of the Instructor.*

RESEARCH CLASSES:

DBA 801 – Doctoral Statistics

Doctoral statistics is a course in applied statistics. It assumes students have a fundamental knowledge of statistical methodologies. Topics such as hypothesis testing, measures of central tendency, measures of variability, analysis of variance and regression analysis will be reviewed.

- Define and apply the topics of probability and statistics in business(3)
- Relate how covered topics can be utilized in making sound and justifiable business decisions(1,2)

DBA 802 – Research Methods I

This course will introduce students to the fundamental principles and theoretical foundations underlying social and behavioral research methods applied to the study of business organizations. Dissertation design and format will be covered.

- Distinguish between research methods such as qualitative, quantitative, single-case designs, action research, and outcome based research(3)
- Explain the use of research to inform evidence-based decision making in business organizations(3)
- Understand ethical and culturally relevant strategies for interpreting and reporting the results of research(3)

DBA 803 – Research Methods II

This course will continue to build upon the foundation of research methods presented in DBA702. Students will learn how to critique and evaluate existing research using a variety of theoretical and methodological perspectives. Students will learn how to design and justify defensible research proposals. Components of dissertation structure will be reviewed including article review, IRB process and approval, and preparing an oral defense.

- Develop the student’s ability to conduct statistical analysis of quantitative data at the doctoral level(3)

- Increase the student's understanding of the appropriate use of analytical techniques in both descriptive and inferential methods as well as hypothesis testing(3)
- Produce students able to interpret statistical results involving univariate and multivariate analysis and utilize the results in sound business practices(3)

LMU MASTER OF SCIENCE IN BUSINESS ANALYTICS (MSBA) PROGRAM

Admission

Lincoln Memorial University seeks highly qualified and motivated individuals for admission to the Master of Science in Business Analytics degree program. As part of admission requirements, students must submit the online application for admission, application essays, the \$50 application fee, a current resume, official transcripts of all undergraduate and graduate course work from accredited institutions, and three (3) reference letters from professionals in the field who are familiar with their work and ability and can, therefore, evaluate potential for success in the graduate program.

In addition, the ideal MSBA student should have completed the following:

1. MSBA Application
2. Previous work experience, if applicable
3. Undergraduate GPA (3.0)
From an institution with regional accreditation or equivalent verification in the case of international degrees.
4. Specific course work in business, calculus and linear algebra will be evaluated
5. GRE or GMAT scores will be evaluated
6. Three Recommendation letters
7. Personal Statement

Program

The proposed Masters of Science in Business Analytics (MSBA) degree will be a 36 hour program. Courses will be offered in traditional classroom format (F2F), online (OL) and compressed residence periods (RP). Four courses will be offered each of the 3 main semesters (Fall, Spring, Fall) and one online course will be offered in the Summer session. Three of the hours will involve a program-long practicum utilizing a live business situation and data. The program will be modeled after a cohort style, with students starting together each Fall. For working professionals, there will be an option to take one less class each semester, thus spreading their coursework over six semesters. The core courses needed to complete the practicum will be required within the cohort model. MSBA courses are available for students admitted to the MSBA program only. Other LMU students may attend a MSBA course with permission from the program director.

MSBA Curriculum

Course		Hrs	Semester	Format	Core
510	Foundational Analytics Theory	3	Fall 1	F2F	Yes
591	Practicum I	1	Fall 1	RP	Yes
511	Process Analytics	3	Fall 1	OL	Yes
522	Data Mining	3	Fall 1	F2F	(1)
512	Design of Experiments	3	Spring	F2F	Yes
592	Practicum II	1	Spring	RP	Yes
513	Business Foundations I	3	Spring	OL	(3)
523	Data Systems and Acquisition	3	Spring	RP	(2)
524	Digital Analytics	3	Spring	F2F	(2)
515	Regression Analysis & Forecasting	3	Summer	OL	Yes
593	Practicum III	1	Fall 2	RP	Yes
517	Survey of Management Science	3	Fall 2	RP	(2)
525	Business Foundations II	3	Fall 2	OL	Yes
526	Non-Parametric Statistics	3	Fall 2	F2F	(2)

Total 36

- (1) May be taken the following year
- (2) One of two courses may be taken the following year
- (3) Students with graduate or undergraduate Business degrees may not be required to take this course, at the discretion of the Director.

MSBA COURSE DESCRIPTIONS

MSBA courses are available for students admitted to the MSBA program only. Other LMU students may attend a MSBA course with permission from the program director.

MSBA 591 - Analytics Practicum I, Problem Definition (1 Credit)

This course will provide students with a live industry situation to be evaluated in teams. From the situation analysis, student teams will form a problem definition and a plan for solving that problem. Important team, meeting, problem solving and critical thinking skills will be taught. **Co-**

Requisites: MSBA 510 and MSBA 511

- Demonstrate the ability to lead a team through a problem solving process (1,5)
- Determine the best methodology to use to solve a business problem (1)
- Assess a business situation and define a problem in terms that clarify the issue (1,5,6)

MSBA 510 - Foundational Analytics Methods (3 Credits)

The purpose of this course is to provide the theoretical foundation skills necessary for an analytics masters student to understand the key mathematical assumptions supporting the applied techniques used in practice. This course is not designed to prepare students for doctoral related work, rather to handle the practical problems encountered in industry. Probability and probability models; random variables and distributional models; likelihood inference and maximum likelihood estimation. Sampling distributions; point and interval estimation; large sample, deviance, and bootstrap confidence intervals; Bayesian estimation and hypothesis testing; uniformly most powerful and likelihood ratio tests.

- Understand the key mathematical principles underlying analytical methods (2,3)
- Determine the appropriate statistical assumptions for a given business problem and understand the impact on the analysis (1,2,3)
- Utilize software to simulate analytical situations (3,4)

MSBA 511 - Process Analytics (3 Credits)

This course focuses on the philosophies, models and techniques involved with the continuous improvement of business processes. Several management philosophies including Six Sigma will be taught. Statistical methods for process study, including control charts, cause and effect, and measurement analysis will be studied in depth. Concepts and tools related to understanding and partitioning variation are emphasized.

- Design data collection schemes to evaluate business processes (1,2)
- Analyze data from a variety of business processes (2,3,4)
- Create improvement plans for business processes based on analytical tools and analysis (1,5,6)

MSBA 522 - Data Mining (3 Credits)

The focus of this course is on the understanding and application of data mining methods. The data mining process will be emphasized, including; data preparation, exploratory data analysis, data visualization, handling missing data, dimension reduction techniques, supervised learning and outlier detection.

Multivariate normal distribution, cluster analysis, logistic regression, decision trees, neural networks, association rules and model assessment will be key topics.

- Demonstrate the ability to execute the data mining process (1,2,3,4,6)
- Distinguish between different types of data mining techniques in business situations (2,3)
- Analyze and report data from data mining situations to business managers (1,2,5,6)

MSBA 592 - Practicum II, Data Acquisition (1 Credit)

During this course student teams will develop data acquisition plans to support their problem solving effort. The plans and requests for data will be presented to industry representatives and faculty advisors. **Co-Requisites:**

MSBA 512 and MSBA 513. Pre-Requisite: MSBA 591

- Demonstrate the ability to select the data needed to solve a business problem (1,5)
- Communicate data needs to business professionals (5,6)

MSBA 512 - Design and Analysis of Experiments (3 Credits)

This course provides an in-depth knowledge of the key statistical concepts of the design and analysis of experiments and Multi-Variable Testing (MVT) techniques. The scientific approach to experimentation, including completely randomized designs, randomized complete block designs, full and fractional factorial designs, nested and split plot designs and Plackett-Burman methods. Design principles such as randomization, replication, blocking, optimal designs and orthogonal arrays. Experimentation in business applications is emphasized.

- Compare different statistical design tools and determine when each should be used (2,3)
- Utilize an experimental design process to create effective and efficient experiments (1,5,6)
- Communicate experimental design principles and results to business professionals (5,6)

MSBA 513 - Business Foundations I (3 Credits)

This course provides a foundational understanding of the interrelated disciplines of finance and accounting. This course examines the uses of various financial and managerial accounting reports and techniques employed by business managers to control the operations of a company. Examples of the issues discussed include capital budgeting principles, cost of capital, financial statement analysis, net present value (NPV) and internal rate of return (IRR). There will be an emphasis on the application of knowledge to real business situations.

- Apply knowledge of accounting principles to real world business situations (1,6)
- Understand how basic accounting functions affect decision making in a business (1,6)
- Analyze the effect of certain financial decisions on the operations of the business (1,6)
- Analyze business improvement suggestions from a financial standpoint (1,5,6)

MSBA 523 - Data Systems and Acquisition (3 Credits)

This course focuses on the software to manage and manipulate data in preparation for analysis, using the SAS data step, PROC SQL, and the SAS macro language. Attention will be given to other SQL tools, Python and emerging software. Introduction to Data Warehousing: ETL (Extract, transform, load), OLAP, Hadoop and analytics for big data. Business Intelligence: dashboards, scorecards, and performance evaluations.

- Differentiate between various types of data storage systems (4)
- Apply various methods of acquiring data from computer storage systems (2,4)
- Communicate with IT professionals on data storage and retrieval fundamentals (1,4,6)

MSBA 524 - Digital Analytics (3 Credits)

This course will focus on the principles of web analytics; key performance indicators, benchmarks, A/B testing, personalized content, usability, research design and statistical methods. The use of Google Analytics will be emphasized. Internet based analytics techniques will be surveyed.

- Analyze different methods of web based analytics and how they are applied (2,4)
- Show an understanding of techniques used in internet based analytics (2,3,4)
- Create web-based analytics strategies (1,5,6)

MSBA 515 - Regression Analysis and Forecasting Methods (3 Credits)

This course covers techniques used in simple and multiple regression analysis, including residual analysis, assumption violations, variable selection techniques, correlated independent variables, qualitative independent and dependent variables, polynomial and non-linear regression, regression with time-series data and forecasting. Applications related to business decision-making will be emphasized. Forecasting with Box-Jenkins Autoregressive Integrated Moving Average (ARIMA) models, seasonal analysis and other methods will be taught.

- Summarize the uses and limitations of the various techniques used in regression analysis (2,3,6)
- Demonstrate knowledge of Autoregressive Integrated Moving Average and other forecasting methods (2,3)
- Construct regression models for diverse business situations (1,2,4)
- Communicate regression models to business professionals (5,6)

MSBA 517 - Survey of Management Science (MS) Techniques (3 Credits)

This survey course will focus on linear programming decision models, sensitivity analysis, and integer optimization models. Systems thinking and its application will be exploited using constraint management techniques to build and manage lean processes in operations, project management and distribution/replenishment. Decision making and critical thinking processes such as throughput accounting, Goldratt's "Thinking Process" and Theory of Constraints will be utilized.

- Explain various management science techniques used to improve decision making (1,2)

- Choose the correct mathematical model for a given business situation (2)
- Apply MS techniques to business situations (2)
- Communicate MS analysis results to business managers (6)

MSBA 525 - Business Foundations II (3 Credits)

This course prepares students to understand the role of economics and marketing in decision making within a business community. Topics include supply and demand as it relates to business decision making, and cost and market structures as it relates to business decision making. 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.

- Understand the impact of supply and demand on pricing, inventory and quality (1,6)
- Explain the 4 P's of marketing (6)
- Interpret economic variables and trends and their impact on business decisions (1,2,5,6)

MSBA 526 - Non-Parametric Statistics (3 Credits)

This course targets situations and data where non or semi-parameterized statistical analysis is required. Classical ranking statistics, contingency table analysis, introduction to survival analysis, time-to-event data with different types of censoring and regression models including the Cox proportional hazards model are emphasized.

- Explain a variety of non-parametric statistical techniques (2,3)
- Select the correct non-parametric technique for a given business problem (2,3)
- Analyze and communicate data utilizing non-parametric techniques (2,6)

MSBA 593 - Practicum III, Data Analysis and Insight Presentation (1 Credit)

During this course student teams will analyze industry data, reach conclusions, create recommendations and prepare and present their analysis to industry experts and faculty advisors. **Co-Requisite: MSBA 525. Pre-**

Requisites: MSBA 515 and MSBA 592.

- Apply knowledge of research and analytics to real world examples (1,2,5)
- Demonstrate understanding of business decision making through presentations (5,6)
- Illustrate fundamental business knowledge through developing and presenting solutions to a real business problem (5,6)

Foundational Calculus and Linear Algebra (Prerequisite to admission)

Students without the required background in these concepts will be required to obtain the requisite skills by utilizing MIT Openware courses or equivalent. Not for credit. No fees involved.

ADMINISTRATION
Officers of the University

B. James Dawson, EdD
President of the University

Clayton Hess, PhD
Provost and Vice President for Academic Affairs

Lisa Blair Cox, MS
Vice President for Administration

Mark Cushing, JD
Vice President for Public Affairs
University Council

Christy Graham, MBA
Vice President for Finance

Dennis Kiick, PhD
Vice President for Research

Conrad Daniels
Vice President for Student and Enrollment Services

Cynthia Whitt, MEd
Vice President for University Advancement

Academic Officers

Sylvia Lynch, EdD
Dean, Carter and Moyers School of Education

Elizabeth Thompson, PhD
Dean, School of Allied Health Sciences

Glen Hoffsis, DVM
Dean, College of Veterinary Medicine

James Hurley, EdD
Dean, School of Business

Amiel Jarstfer, PhD
Dean, School of Mathematics and Sciences

Jonathan Leo, PhD
Assistant Provost for Medical Programs

Mary Anne Modrcin, PhD, CNS, RN
Assistant Provost for Nursing and Allied Health Sciences
Dean, Caylor School of Nursing

Martin Sellers, PhD
Dean, Paul V. Hamilton School of Arts, Humanities, and Social
Sciences

Evelyn G. Smith, EdD
Associate Vice President for Academic Affairs

Gary Wade, JD
Dean, Duncan School of Law

Brian Kessler, DO
Dean, DeBusk College of Osteopathic Medicine

Graduate and Professional Business Faculty

Karen Glass Carter, 2008

Assistant Dean of Undergraduate Programs

Assistant Professor of Business

BS (Business Education), Radford University

MS (Management Information System), Bowie State University

PhD (Occupational/Technical Studies), Old Dominion University

Jay W. Edwards, 2016

Assistant Professor of Management

AS (Computer Information Systems), Atlanta Technical Institute

BS (Business Management), National-Louis University

MBA (Human Resources), Troy State University

PhD (Organization and Management), Capella University

Okila Elboeva, 2016

Assistant Professor of Economics

BA (Finance), Tashkent Institute of Finance

MA (Economics), University of Tennessee

Ph.D (Economics), University of Tennessee

Jacob I. Fait, 2014

Assistant Dean of Graduate & Professional Programs

Assistant Professor of Management

BSBA (Accounting), Duquesne University

MBA (International Business), Duquesne University

PhD (Organizational Learning and Leadership), Gannon University

Ingrid Hart, 2016

Assistant Professor of Accounting

BS (Accounting), Lee University

MBA (Accounting), University of Tennessee, Chattanooga

DBA (Accounting), Anderson University

Ricard (Rick) M. Hesse, 2016

Assistant Professor of Business

BS (Applied Math and Computer Science), Washington University

MS (Applied Math and Computer Science), Washington University

DSc (Applied Math and Computer Science), Washington University

Roger Holt, 2011

Assistant Professor of Management

BS (Business Administration), Lincoln Memorial University

MA (Human Relations/Management), Webster College

DBA (Business Administration), Nova Southeastern University

Kathy McCall

Assistant Professor of Accounting

BS (Mathematics and Accounting), Trevecca Nazarene College

MAcc (Accounting), University of Tennessee

DBA (Business Administration), Columbia Southern University

Donald McCarren, 2004

Associate Professor of Business

BA (History), Hofstra University

MBA (Marketing), Fairleigh Dickinson University

PhD (International Studies), University of Miami

Reginald Overton, 2015

Director of Sports Management

Professor of Sports Management

AS (Business Administration), Volunteer State Community College

BS (Business Administration), Middle Tennessee State University

MS (Sports Management), United States Sports Academy

MBA (Auburn University), Auburn University

EdD (Sport Management), Temple University

T. Allen Pannell, Jr., 2015

Director of Masters in Analytics

Assistant Professor of Analytics

PhD (Statistics), University of Tennessee

MS (Statistics/Finance), University of Tennessee

BS (Business/Statistics), University of Tennessee

Edwin Quinn, 2016

Assistant Professor of Management

BA (Anthropology), University of Mississippi

MS (Communications, PR), Mississippi College

DBA (Management), Argosy University

Benjamin Thompson, 2013

Associate Professor of Business

BS (Economics), University of Texas-Arlington

MBA (Finance), Dallas Baptist University

PhD (Finance), Walden University

David Williams

Associate Professor of Business & Director MBA Program

BA (Mathematics, Computer Science, Psychology), Emory and Henry College

MBA (Marketing), Vanderbilt University

DBA (Management and Hospitality), University of Phoenix

INFORMATION DIRECTORY

Lincoln Memorial University
6965 Cumberland Gap Parkway
Harrogate, TN 37752
1-800-325-0900
www.lmunet.edu

Area Code 423

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)
Financial Aid	869-6336
Finley Learning Resources Center	869-6219
Graduate Business Department	869-4107
Graduate Education Department	869-6374
Graduate Nursing Department	869-6324
J. Frank White Academy	869-6234
Human Resources	869-6302
President's Office	869-6392
Registrar	869-6313
Sigmon Communications Center	869-6312
Student Services	869-6212 (fax number 869-6387)
Tagge Center for Academic Excellence	869-6310
University Advancement	869-6351 (fax number 869-6370)

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

Allied Health	869-6205
Business	869-6254
Education	869-6266
English	869-6339
Humanities and Fine Arts	869-7075
Mathematics and Natural Sciences	869-6472
Nursing	869-6324
Social Sciences	869-6233
Social Work	869-6323

Errata