

Lincoln Memorial University
**MASTER OF BUSINESS
ADMINISTRATION CATALOG**
2012-2013

Harrogate, Tennessee
August 2012
www.lmunet.edu

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

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

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

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

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

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

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Mission and Purpose of the University

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

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

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

Approved by the Board of Trustees May 5, 2006

Master of Business Administration Mission Statement

The 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) Apply functional business knowledge from disciplines such as accounting, finance, marketing, management, information systems, operations management, and global business to solve business problems
- 2) Communicate effectively through written and oral expression
- 3) Apply critical thinking skills to managerial decisions
- 4) Skillfully analyze business problems from different perspectives (functional departments, business units, industry, national or global economy)

Finance Concentration

Mission:

The mission of the LMU MBA finance concentration is to provide the development of operative, intellectual and managerial skills needed for 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:

- Effectively communicate in written and verbal format
- Advanced development of critical thinking and decision making skills
- Apply quantitative techniques for analysis and problem solving
- Development of advanced competences in corporate finance, financial markets and institutions, investments, and the tradeoff between risk and return
- Appreciate balance between theory and practical application in financial management
- Integrate quantitative and qualitative financial data in decision making to achieve the desired objectives

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, and 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 resources is designed to study of specific quantitative and qualitative theories and methods used to collect reliable and valid human resource management data for decision

- Develop an understanding of the role and qualities of effective leadership
- Appreciate balance between theory and practical application in the management and leadership of organizations

Career Opportunities:

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

Marketing Concentration

Mission:

The mission of the LMU MBA marketing concentration is to provide development of technical and managerial competencies needed for career in marketing.

An LMU MBA degree with a concentration in marketing is designed deepen academic and practical learning experiences to 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:

- Effectively communicate in written and verbal format
- Advanced development of critical thinking and decision making skills
- Develop a deep knowledge of the marketing theory and application
- Understand the strategic role of e-business in improving the marketing function of a firm
- Develop an understanding of brand management
- Appreciate balance between theory and practical application in marketing and marketing strategy

Career Opportunities:

An LMU MBA degree with a concentration in marketing can lead 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

Expected Concentration Outcomes:

- Effectively communicate in written and verbal format
- Advanced development of critical thinking and decision making skills
- Develop a deep knowledge of the practices of management and organizations
- Develop an understanding of the role and qualities of effective leadership
- Appreciate balance between theory and practical application in the management and leadership of organizations

Career Opportunities:

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

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 stabilize undergraduate 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. Secure and 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 tri-state region through community service programs in continuing education, leadership development, recreation, and the fine and performing arts.
5. Continue 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 highly qualified faculty and staff, committed to teaching, research, and service, by providing the best compensation program possible.

MESSAGE FROM THE PRESIDENT

Dear Student:

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

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

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

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

Dr. B. James Dawson
President

LINCOLN MEMORIAL UNIVERSITY MASTER OF BUSINESS ADMINISTRATION CATALOG

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

Extended Learning Site

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

ACADEMIC INFORMATION

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

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

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

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

Official Academic Records

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

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

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

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 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 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

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 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 Residential Life, Bursar, Director of Financial Aid, Dean of Student Development and Campus Life, and the Registrar. The student must also return his/her student identification card, meal card (if applicable) and parking sticker to the Office of Student Service when withdrawing from the University. Further, any withdrawing student who has received a student loan must have an exit interview with a Financial Aid Counselor.

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

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

1. Refunds for tuition and fees are credited to the student's account according to the refund schedule.
2. Housing and meal fees are credited to the student's account according to the refund schedule.
3. Financial Aid will be prorated to the student according to the Federal Return of Title IV Funds Policy. Withdrawal after the refund period means the student will have used an entire semester's eligibility of aid.
4. The balance of the student's account with the Finance Office will be credited or billed to the student as appropriate.

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.

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 access Lincoln Memorial University's administrative database. Information/functions available through WebAdvisor include Search for Classes, Student Profile, Class Schedule, Grades, Student Account and Financial Aid. 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 access their academic grades on WebAdvisor. To access WebAdvisor on the Internet from LMU's web site go to <https://webadvisor.lmunet.edu>.

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

Library Services

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

Residency Requirement

There is no residency requirement for the graduate degrees.

Time Restrictions/Limitations

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

Applicable Catalog

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

degree and must carry a grade of "B-" or better. 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 previous to 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. Course credit used to meet baccalaureate degree requirements may not be used to meet graduate degree requirements. To enroll for graduate courses under this provision, a student must adhere to the regular admission procedures and secure the written permission of the Dean of the School of Business.

Student Work and Class Attendance

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

Grading System

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

Grade	Definition	Quality Points Per Semester Hour
A	Superior (Quality of work exceptional)	4.00
A-	Excellent (Quality of work above course expectation)	3.67
B+	Very Good (Quality of work better than satisfactory)	3.33
B	Good (Quality of work satisfactory)	3.00
B-	Average	2.67

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

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, we have established the following Satisfactory Academic Progress (SAP) Policy that will be reviewed 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

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 courses 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 required 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

graduate work may, under special circumstances, be allowed conditional status. In this category, students may take no more than six (6) semester hours of graduate course work within the conditional semester and earn no grade less than "B." A grade less than "B" disqualifies the student from full graduate admission.

4. **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 waiver, 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. According to the most recent IRS regulations, graduate assistantship awards are considered taxable income.

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 secure application forms and a description of the application procedures from the office of the School of Business.

5. Successful completion of undergraduate business coursework in Finance, Accounting, Economics, Management, and Marketing.

Students who do not meet these requirements may be accepted into the program on a conditional basis. Depending upon the requirement not met, students may be required to meet certain academic standings during their initial nine (9) hours in the program or successfully complete certain undergraduate business classes or leveling courses.

International students must have a minimum score of 500 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

Part-time Evening MBA Program

The traditional part-time 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 electives in their area of interest (available only at the Knoxville-Cedar Bluff location) and work closely with a faculty advisor on an applied research project.

MBA Requirements for Knoxville-Cedar Bluff Location

	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

Admission to Degree Candidacy

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

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

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

Concentration Areas (Knoxville-Cedar Bluff location)

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

- Accounting
- Finance
- Human Resource Management
- International Business
- Management
- Marketing
- General Business (any combination of electives)

Accounting Concentration		Cr Hrs
(select twelve hours from the following):		
MBA 574	Federal Income Tax	3
MBA 576	Managerial Accounting	3
MBA 578	Government Accounting	3
MBA 672	Advanced Financial Accounting	3
MBA 674	Advanced Auditing	3
MBA 676	Accounting Research	3

Finance Concentration		
(select twelve hours from the following):		
MBA 616	Healthcare Finance	3
MBA 644	Financial Institutions and Markets	3
MBA 645	Portfolio Management	3
MBA 646	Problems in Financial Management	3
MBA 647	Long-Term and Short-Term Financial Management	3
MBA 648	International Financial Management	3

Human Resource Management Concentration		
(select twelve hours from the following):		
MBA 516	Human Resource Management (required)	3
MBA 640	Negotiation	3
MBA 650	Training and Developing Human Resources	3
MBA 662	Compensation and Benefit Structures	3
MBA 670	Labor and Employment Law	3
MBA 682	Labor Relations/Collective Bargaining	3

MBA Core Requirements	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
Any MBA Elective	3
Any MBA Elective	3
Any MBA Elective	3
TOTAL PROGRAM	30

* MBA 575 and MBA 545 can substitute for MBA 521

** MBA 565, MBA 550, MBA 570 can substitute for MBA 522

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

* The requirement of a standardized test score for admission requirements may be waived by the Dean of the School of Business based on the applicant's professional qualifications.

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

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

MBA 517 - Quantitative Analysis for Business 3 cr hrs

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

MBA 521 - Foundations of Business I 6 cr hrs

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

MBA 522 – Foundations of Business II 6 cr hrs

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

MBA 540 – Legal Environment of Business 3 cr hrs

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

MBA 545 – Marketing Management 3 cr hrs

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

MBA 547 – Brand Management 3 cr hrs

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

MBA 548 - Global Marketing 3 cr hrs

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

MBA 549 – Integrated Marketing Communications 3 cr hrs

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

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

MBA 576 – Managerial Accounting 3 cr hrs

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

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

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

MBA 580 – International Business 3 cr hrs

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

MBA 585 - Entrepreneurship in Healthcare 3 cr hrs

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

MBA 588 – Comparative Economics 3 cr hrs

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

MBA 590 – Business Strategy 3 cr hrs

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

MBA 620 - Healthcare Law and Ethics 3 cr hrs

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

MBA 622 - Organizational Theory 3 cr hrs

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

MBA 624 - Public Policy and Public Finance 3 cr hrs

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

MBA 625 - Forecasting 3 cr hrs

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

MBA 630 - Managerial Decision Making 3 cr hrs

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

MBA 634 - Electronic Commerce 3 cr hrs

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

MBA 635 - Management Information Systems 3 cr hrs

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

MBA 636 - Telecommunications 3 cr hrs

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

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

MBA 648 - International Financial Management 3 cr hrs

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

MBA 650 - Training and Developing Human Resources 3 cr hrs

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

MBA 660 - Healthcare Economics 3 cr hrs

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

MBA 662 - Compensation and Benefit Structures 3 cr hrs

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

MBA 670 - Labor and Employment Law 3 cr hrs

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

MBA 672 - Advanced Financial Accounting 3 cr hrs

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

MBA 674 - Advanced Auditing 3 cr hrs

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

ADMINISTRATION

Officers of the University

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

Academic Officers

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Conrad Daniels, B.S. Dean, Community College Partnerships and Transfers
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Division of Health Sciences
Dean, College of Veterinary and Comparative Medicine
Vina R. Faulkner, Ph.D. Dean, School of Allied Health Sciences
Amiel Jarstfer, Ph.D. Dean, School of Mathematics and Science
Jack T. McCann, Ph.D. Dean, School of Business
Mary A. Modrcin, Ph.D. Dean, Caylor School of Nursing
Associate Vice President for Internal Affairs, Health Sciences
Martin Sellers, Ph.D. Dean, School of Arts and Humanities
Evelyn G. Smith, M.S. Assistant VPAA-Academic Services
Michael Wieting, D.O. Interim Dean
DeBusk College of Osteopathic Medicine

Master of Business Administration Faculty

Suhanya Aravamudhan, 2009 Assistant Professor of Business
B.S., University of Madras; M.B.A., University of Madras; Ph.D., Indian
Institute of Technology
Michael E. Dillon, Jr., 2006 Associate Professor of Business
Master of Business Administration Program Director
B.A., Kenyon College; M.B.A., Xavier University; Ph.D., University of
Cincinnati
Dave Hinkes, 2008 Associate Professor of Business
A.B., University of Miami; M.B.A., Barry University; D.B.A. (2), Nova
Southeastern University
James Hoelscher, 2010 Assistant Professor of Business
B.B.A., Northwood University; M.B.A., Northern Illinois University; Ph.D.,
Capella University
Roger Holt, 2011 Assistant Professor of Business
B.S., Lincoln Memorial University; M.A., Webster College; D.B.A., Nova
Southeastern University
Jack T. McCann, 2007 Associate Professor of Business
Dean, School of Business
B.B.A., Eastern Kentucky University; M.A.O.M., Tusculum College; Ph.D.,
Capella University
Donald McCarren, 2004 Associate Professor of Business

INFORMATION DIRECTORY

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	869-6347
Finley Learning Resources Center	869-6219
Graduate Business Department	869-6254
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)
Upward Bound/Student Support Services Program.....	869-6373

Dean - Office Directory

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

Undergraduate Academic Departments

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