

Master of Business Administration Programs

Kennesaw State University offers three graduate MBA programs of study: (1) Career Growth MBA, (2) MBA for Experienced Professionals, and (3) the WebMBA. Each of these programs is fully accredited by AACSB International—The Association to Advance Collegiate Schools of Business.

Mission Statement Michael J. Coles College of Business

Our Stakeholders: Students, businesses, not-for-profit organizations, local and regional governments, faculty and staff, the public, the university, the professions.

Vision: The Coles College of Business will provide high quality, applied business and managerial education in a collegial, ethical, and nurturing intellectual climate.

Mission: Our Mission is the recognition, creation and dissemination of valuable applied business and managerial knowledge to all our present and prospective stakeholders.

Distinctive Competencies: Collaboration, continuous learning, creativity, goal stretching, iconoclasm, innovation, niche provider, resource leveraging, responsiveness, technological sophistication.

Responsibilities:

To Students: Impart relevant knowledge while engendering inquiry and cultivating intellectual curiosity. Facilitate learning about relevant tools and techniques through collaborative teamwork, innovative pedagogy, and sophisticated technology. Provide cutting-edge knowledge of organizations, their processes, and their interactions in an international marketplace. Offer an array of appropriate and useful courses at locations and times which accommodate a diverse student body.

To Faculty and Staff: Attract, select and retain talented faculty and staff. Treat individuals with dignity, fairness, and respect. Provide opportunities for learning, self-development, training and career progression. Foster a climate supportive of diversity, intellectual creativity, inquiry and the quest for knowledge.

To Businesses and Other Organizations:

Anticipate and supply the needs of these organizations for knowledge, as well as for informed, skilled, and well-trained work forces capable of providing the leadership to face the challenges of a technology-driven, global economy.

To Governments and the Public: Utilize societal resources efficiently and effectively in the pursuit of our goals.

To the University: Support the university's mission and commitment to providing a quality education within an open, supportive, multicultural and nondiscriminatory teaching and learning environment.

To the Professions: Uphold professional standards and norms of conduct, advance the respective professional disciplines, and exceed the expectations of the affiliating academies.

Career Growth MBA

The Career Growth MBA is a professional degree providing a broad base of general business knowledge, which prepares people for middle- and upper-level management positions. The program seeks to develop in its students an understanding of managerial behavior and decision-making within the economic, social, and political environments of business operations. Students will have the opportunity to improve their communication and leadership abilities, their analytical and decision-making skills, and their effectiveness at developing working relationships with subordinates, peers and supervisors, and external publics.

General Requirements for Admission to the Career Growth MBA

1. Baccalaureate degree from an institution accredited in a manner accepted by Kennesaw State University.
2. Minimum cumulative adjusted grade-point average (GPA) of 2.80 on a 4.0 scale.
3. Minimum total score of 500 (verbal, quantitative, and analytical) on the Graduate Management Admissions Test (GMAT). (Test requirements may be waived for applicants who have earned an advanced degree from an institution accredited in a manner accepted by Kennesaw State University).
4. Minimum of two years of significant business-related work experience.
5. Consideration is given to the applicant's academic record, scores on the GMAT, professional résumé, and GMAT Analytical Writing Assessment results. Additional supporting documents may be required.
6. When there is a conflict in the predictions of success from the GPA and GMAT, exceptions may be made if the applicant's educational background, excellence in performance in outside activities, creativity and leadership, or accomplishments in business and professional activities are sufficient to indicate success in the program. At a minimum, two letters of recommendation and a personal statement of objectives will be required to determine the appropriateness of an exception.
7. Valid Immunization Certificate for measles, mumps and rubella.
8. A score of at least 550 on the written TOEFL or 213 on the computer-based TOEFL is required for all students for whom English is not the native language. International applicants must have their foreign credentials evaluated by an independent evaluation service. Course-by-course evaluations, equivalence to an accredited U.S. degree or number of years toward completion, and grade point average (GPA) equivalents are required.

Transfer Credit

A student may transfer up to nine semester hours of graduate core courses and elective courses taken at an accredited institution, provided the transfer hours are made prior to the last 27 hours of course work. Special hardship cases, such as job transfers, will be decided on an individual basis by the program director.

The transfer of credit for course work completed at another institution will be approved only under the following conditions:

1. The course was completed at a regionally accredited institution.
2. A minimum grade of "B" was received in the course.
3. The course was restricted to graduate students only.
4. The content of the course corresponds to that of a course required or permitted in the student's program at Kennesaw State.
5. The credit to be considered for transfer will not be more than six years old at the time the student enters Kennesaw State University.

A request for consideration of transfer credit must be submitted to the MBA program director by the student concerned during the first semester of residence here. The request must indicate the specific course(s) for which transfer credit is sought. A copy of the other institution's transcript and a course description from the catalog must be submitted. A course outline may also be required.

Grades in Graduate Courses

Expectations for satisfactory graduate level student performance are detailed in the Academic Policies section of this catalog.

Petition to Graduate

Each MBA student must petition to graduate at least one semester prior to completion of program requirements. The student must contact the Graduate Business Office and request a petition. A petition will then be prepared and mailed to the student's home address.

Admission Criteria for Non-Degree Student

1. Baccalaureate degree from regionally accredited college or university, and
2. Minimum undergraduate adjusted grade point average of 2.8 on a 4.0 scale, and
3. GMAT, or
4. Previous MBA degree.

Non-Degree to Degree Status

Only in rare circumstances will a student admitted as non-degree/post-baccalaureate be permitted to enter the MBA program. Each case will be evaluated by the MBA program director.

Career Growth MBA

The Career Growth MBA program is made up of three course groupings – business foundation, core, and business electives. Every student must complete 18 semester hours of core courses and 18 semester hours of electives. This is a total of 36 semester hours of 8000-level course work. Some students, particularly those without an undergraduate business major, will have to take one or more of the business foundation courses. Each student's transcript is carefully analyzed; then an acceptance letter is sent to the student outlining which, if any, of the business foundation courses are needed to meet degree requirements

Business Foundation Courses:

The MBA curriculum is developed on the assumption that students will bring certain preparatory knowledge into the 8000-level courses. For those students who do not have the appropriate business foundation knowledge and skills, the Coles College offers several alternatives: (1) the student may take one or both integrated, team taught courses, GBA 6100 —Analytical Business Applications and/or GBA 6200 —Exploring Contemporary Business, specially designed only for students admitted to the MBA/MAcc Programs, (2) the student may take approved undergraduate courses (listed below) in functional areas of business, or (3) the student may take an Advanced Standing Exam to exempt a course. Arrangements for these examinations must be made through the Graduate Business Office. Credit earned for program prerequisites, including GBA 6100 and GBA 6200, do not count toward the 36-hour minimum program requirement and may not be used to fulfill any graduate core or elective requirement.

ACCT 2100	Introduction to Financial Accounting (3)
ACCT 2200	Introduction to Managerial Accounting (3)
BISM 2100	Business Information Systems and Communication (3)
BLAW 2200	Legal and Ethical Environment of Business (3)
ECON 2100	Principles of Microeconomics (3)
ECON 2200	Principles of Macroeconomics (3)
ECON 3100	Business Statistics (3)
FIN 3100	Principles of Finance (3)
MGT 3100	Management and Behavioral Science (3)
MKTG 3100	Principles of Marketing (3)

Credit Hours
18

CORE REQUIREMENTS: (Select five of the following six courses:)

ACCT 8000	Accounting Insights for Managers	3
ECON 8010	Resource Allocation and Decision Analysis	3
FIN 8020	Business Finance	3
MGT 8040	Managing the Value Chain	3
MGT 8050	Leading Work Behavior, Effectiveness, and Change	3
MKTG 8030	Strategic Marketing	3

All students are required to take the following core course:

MGT 8999	Strategic Management: An Integrative, Capstone Experience	3
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ELECTIVE REQUIREMENTS: (6 courses)

18

Students will select six 8000-level elective courses offered by the Coles College of Business. The core course not selected to meet core requirements may be used as an elective. Students are encouraged to select those courses that will provide them the optimal preparation for their careers. Areas of electives include accounting, business economics, business information systems management, e-business management, entrepreneurship, finance, human resource management and development, international business, marketing, and operations management. One three-semester-hour elective can be taken from any graduate program at Kennesaw State University with the written permission of the director of that program and the Graduate Business Office.

We encourage students to consult with academic advisers, faculty members, and workplace associates as they decide on the elective courses that are “best” for them as relates to their career plans.

PROGRAM TOTAL: 36

Graduate Business Administration Course Descriptions

The figures shown after the course number and title of the course signify the number of class hours per week, the number of laboratory hours per week, and the semester hours of credit for the completed course. Thus, the entry 3-0-3 denotes three hours of class, zero hours of laboratory, and three hours of credit.

ACCT 8000. Accounting Insights for Managers. 3-0-3.

Prerequisite: Admission to the Career Growth MBA or MAcc program.

This course provides managers with an overview of key accounting issues, with an emphasis on concepts, tools, and international perspectives that will provide direct benefits in the workplace. Areas covered include reporting performance to stakeholders outside the entity, using accounting information inside the entity to make decisions and control behavior, and ensuring the reliability of accounting information.

ACCT 8100. Theory of Business Reporting. 3-0-3.

Prerequisite: Admission to the Career Growth MBA program or the MAcc program.

A study of financial accounting theory, including current and future business reporting models.

ACCT 8110. Advanced Business Reporting. 3-0-3.

Prerequisite: ACCT 8100.

A study of complex business reporting topics, e.g., accounting for post employment benefits, stock compensation, and an examination of financial statement analysis techniques.

ACCT 8220. Studies in Advanced Managerial Accounting. 3-0-3.

Prerequisite: ACCT 8000.

A study of current issues and approaches to solving comprehensive problems in the area of managerial accounting.

ACCT 8230. Studies in Accounting Information Systems. 3-0-3.

Prerequisite: ACCT 8000 or equivalent.

Current issues in the area of accounting information systems including an overview of contemporary information systems technology management.

ACCT 8270. Accounting and Legal Issues in International Business. 3-0-3.

Prerequisite: ACCT 8000.

An introduction to accounting, control and legal issues unique to the planning, execution, control and evaluation of international business activities.

ACCT 8300. Seminar in Valuation of Closely Held Businesses. 3-0-3.

Prerequisite: ACCT 2100, 2200 or equivalent; ECON 2100, 2200 or equivalent; FIN 3100 or equivalent.

An examination of the principles of business valuation, with an emphasis on the valuation of non-publicly traded, closely-held entities,

including both corporate and non-corporate businesses.

ACCT 8400. Seminar in Auditing. 3-0-3.

Prerequisite: Admission to either the MAcc or completion of an undergraduate course in auditing, or the Career Growth MBA or permission of the instructor.

A study of financial audits, assurance services, and internal audits. Emphasis is on current developments.

ACCT 8510. Tax Research and Procedure. 3-0-3.

Prerequisite: Permission of department chair or completion of one undergraduate tax course.

An introduction to the U.S. federal tax system, including research processes, tax practice, and procedural issues. This course is intended to strengthen students' problem solving and communication skills in a tax research setting. Electronic tax research services are used in the search for applicable tax authority.

ACCT 8520. Corporate Taxation. 3-0-3.

Prerequisite: Permission of department chair or completion of one undergraduate tax course.

A study of the federal income taxation of corporations and shareholders. Topics covered include corporate contributions, distributions of shareholders, stock redemptions, and corporate liquidations.

ACCT 8530. Taxation of Flow-Through Entities. 3-0-3.

Prerequisite: Permission of department chair or completion of one undergraduate tax course.

An advanced study of the federal income taxation of flow-through entities, including partnerships, S Corporations and Limited Liability Companies. Topics include contributions and distributions from a flow-through entity; reporting of profits, gains and losses; complete and partial liquidations; and the partnership special allocation rules.

ACCT 8540. Taxation of Property Transactions. 3-0-3.

Prerequisite: Permission of department chair or completion of one undergraduate tax course.

A course that focuses on the federal income taxation of owning, operating, and disposing of property. The course examines the income tax consequences of investing in real estate and other types of property, and offers, among others, an in-depth study of the passive activity loss rules, cost recovery methods, characterization and timing of gains and losses, and the

nonrecognition rules governing involuntary conversions and like-kind exchanges.

ACCT 8550. Estate and Gift Taxation. 3-0-3.

Prerequisite: Permission of department chair or completion of one undergraduate tax course.

A study of federal estate and gift tax laws involved in inter vivos and testamentary transfers of property. Tax-planning techniques designed to minimize transfer taxes and ensure the orderly transfer of assets to succeeding generations are explored, as are the use of outright and charitable gifts, trusts, and generation skipping transfers.

ACCT 8560. International Taxation. 3-0-3.

Prerequisite: Permission of department chair or completion of one undergraduate tax course.

A course examining the income tax consequences of foreign income for U.S. taxpayers and of U.S. income foreign taxpayers. Topics covered include the foreign tax credit, Subpart F income, controlled foreign corporations, and sourcing rules.

ACCT 8570. Selected Topics in Taxation. 3-0-3.

Prerequisite: Permission of department chair or completion of one undergraduate tax course.

An intensive study of selected topics of current interest, which might include, among others, advanced corporate taxation, state and local taxation, deferred compensation, and accounting periods and methods.

ACCT 8900. Special Topics in Accounting. 1-3 (Repeatable).

Prerequisite: Admission to the Career Growth MBA or the MAcc program, permission of instructor, and approval of program director.

Selected contemporary topics in accounting of interest to faculty and students.

ACCT 8940. Directed Studies in Accounting and Taxation. 1-3. (Repeatable - not to exceed 6 semester hours).

Prerequisite: Admission to the Career Growth MBA program or the MAcc program and approval of instructor and department chair prior to registration.

Special topics of an advanced or specialized nature not in the regular course offerings.

ACCT 8950. Special Projects in Accounting. 1-3 (Repeatable).

Prerequisite: Admission to the Career Growth MBA program or the MAcc program, permission of instructor, and approval of program director.

Special projects for students who wish to pursue advanced work on a particular subject in a specialized area.

BISM 8450. Information Technology and Organizational Effectiveness. 3-0-3.

Prerequisite: BISM 2100 or equivalent, micro-computer proficiency.

This course focuses on the role of information systems in promoting organizational effectiveness. Students will analyze, for various organizations, the mutual interaction over time between the organization's information systems, strategy, structure and culture, business processes, technology infrastructure and external environments. Students will develop an information system for their individual or work group use.

BISM 8460. Management Support Systems. 3-0-3.

Prerequisite: BISM 8450 or equivalent.

This course addresses the business use of decision support systems (DSS) by managers and other knowledge workers. Systems covered include On-Line Analytical Processing Systems, Geographic Information Systems, Group Decision Support Systems, Executive Information Systems, Expert Systems, and Artificial Neural Networks. Students will work in teams to develop and present small-scale decision support systems to support decision-making in specific application areas.

BISM 8470. Contemporary Issues in Information Resource Management. 3-0-3

Prerequisite: BISM 8450 or equivalent.

This course will focus on contemporary issues in the management of information resources related to emerging technologies, evolving organizational structures, and innovations in management and business processes. Course coverage will vary by term. The primary topic during a given term may be, for example, information systems and the supply chain, global differences in information technology infrastructures, or outsourcing information system functions.

BLAW 8320. Cyberlaw. 3-0-3.

Prerequisite: Admission to the Career Growth MBA or MAcc program.

This course will introduce the student to the trends in the emerging field of cyberlaw as it

relates to e-business and cyberspace. Relevant legal topics such as jurisdiction, intellectual property, privacy, defamation, cybercrimes, taxation, online contracting, and online securities offerings will be examined.

BLAW 8330. Intellectual Property Law. 3-0-3.

Prerequisite: Admission to the Career Growth MBA or MAcc program.

This course will allow managers and executives to understand the fundamental legal issues pertinent to technology management so they can competently create strategic plans to maintain or improve their company's competitiveness and leadership in their industry.

ECON 8010. Resource Allocation and Decision Analysis. 3-0-3.

Prerequisite: Admission to the Career Growth MBA or MAcc program.

An overview of models and techniques that guide a manager's decisions regarding resource allocation. Topics include economic profit and value creation, optimization techniques, analysis of costs, transfer pricing, choice under uncertainty, foundations of risk management, real options, revenue management, statistical estimation of demand, and models of strategic decisions.

ECON 8610. International Business Perspectives. 3-0-3.

Prerequisite: Admission to the Career Growth MBA or MAcc program.

A study of economic, financial, political, social, and cultural environments in which the American business operates abroad. Topical problems in developing empathy toward foreign behavior, understanding of international environments, and analyzing practices of business firms operating in foreign environments will be explored.

ECON 8640. Business Conditions Analysis. 3-0-3.

Prerequisite: ECON 8010 or equivalent.

Provides an introduction to the analysis of macroeconomic fluctuations and business conditions in both the domestic and international arenas. Topics include monetary and fiscal policy as causal factors of economic activity, the complexity of monetary policy in the global economy, and the design and utilization of large-scale macroeconomic models. This course also provides a critical historical review of domestic and international fluctuations in the post 1944 era.

ECON 8650. Strategic Decision Making and Competitive Pricing. 3-0-3.

Prerequisite: ECON 8010 or equivalent.

This course provides an economic analysis of the fundamental issues which underpin the firm's pricing and production decisions. Topics include product differentiation, employee compensation, optimal advertising, cartel behavior, devices which facilitate collusion, and the effects of economics of scale and scope on pricing and market behavior. In addition to traditional micro economic analysis, this course also adopts a variety of models from noncooperative game theory. The goal of these models is to enhance the manager's understanding of the impact of competition, regulation, and asymmetric information on the firm's allocation of resources.

ECON 8660. Economics and Strategy for the Information Economy. 3-0-3.

Prerequisite: Admission to the Career Growth MBA or MAcc program, ECON 8010 or equivalent, and FIN 8020 or equivalent.

This course provides an overview of the information economy. Topics include an overview of recent technological advances and their implications for the economy; structure, performance and pricing in the market for information goods and design of auction markets; issues in the valuation and financing of new information economy businesses; and the effect of internet technology on financial markets, product distribution, and business strategy.

ECON 8700. Econometrics and Forecasting Methods. 3-0-3.

Prerequisite: ECON 8010 or equivalent.

This course considers the statistical estimation and forecasting of demand, cost, and price, as well as other characteristics of importance to the business manager. Topics include the estimation of regression models, hypothesis testing, detection of and correction of violations of the classical model, the analysis of qualitative information, time series analysis, and the construction and evaluation of forecasts.

ECON 8720. Multivariate Data Analysis. 3-0-3.

Prerequisite: ECON 8010 or equivalent.

Theory and application of quantitative methods of data analysis with an emphasis on empirical modeling in business and economics. Topics include regression analysis, experimental design, discriminant analysis, principal components analysis, factor analysis, and cluster analysis. An applied project will be incorporated.

ECON 8740. Quantitative Decision Models in Economics and Finance. 3-0-3.

Prerequisite: ECON 8010 or equivalent.

This course considers a variety of quantitative methods that have numerous applications in economics, finance, and other business areas. Among the techniques considered are linear and nonlinear programming, inventory models, and the analysis of sequential decisions. Emphasis is placed on the utilization of computer packages to and the integration of results into the decision-making process.

ECON 8760. Simulation and Risk Analysis. 3-0-3.

Prerequisite: ECON 8010 or equivalent.

The theory and application of stochastic decision models. Emphasis is on the application of probability and simulation techniques to structure decision problems in business and economics. Topics include decision processes, decision analysis, measurement of risk, and static and dynamic simulation models. An applied project will be incorporated.

FIN 8020. Business Finance. 3-0-3.

Prerequisite: Admission to the Career Growth MBA or MAcc program.

The study of financial management as it affects the value of the firm in a competitive business environment. The course focuses on capital investment strategies, cost of capital, rate of return, capital replacement, valuation, and risk taking. The emphasis is on how finance theory translates into practice.

FIN 8320. Advanced Corporate Finance. 3-0-3.

Prerequisite: FIN 8020 or equivalent.

An advanced treatment covering both theory and practice of the major financial issues facing non-financial corporations.

FIN 8330. Investment Analysis. 3-0-3.

Prerequisite: FIN 8020 or equivalent.

An introduction to the investment characteristics of individual stocks, bonds, and other financial assets. Techniques for analyzing their expected returns and risk, and strategies and techniques for combining them efficiently into portfolios are also studied.

FIN 8340. Financial Statement and Security Analysis. 3-0-3.

Prerequisite: FIN 8020 or equivalent.

This course allows students to analyze a company and the securities it issues in the current economic and industry environment. There is an emphasis on the analysis of financial statements

as part of the security analysis process and on the valuation of common stock. Students will also evaluate other securities including such instruments as convertible bonds and speculative grade bonds.

FIN 8350. Financial Markets. 3-0-3.

Prerequisite: FIN 8020 or equivalent.

An analysis of the role of financial intermediaries and financial markets in facilitating the efficient financing of economic activity.

FIN 8360. Financial Management of Financial Institutions. 3-0-3.

Prerequisite: FIN 8020 or equivalent.

This course considers the financial decision-making framework related to issues of capital acquisition and allocation faced by major types of financial institutions.

FIN 8370. Multinational Financial Management. 3-0-3.

Prerequisite: FIN 8020 or equivalent.

An introduction to the concepts, institutions, and financial structure facing multinational firms and the consequent implications for financial decision making in a multi-currency environment.

FIN 8380. Real Property: Analysis and Investment. 3-0-3.

Prerequisite: FIN 8020 or equivalent.

An analysis of the risk-return configuration, tax implications, and investment characteristics and uses of real property.

FIN 8390. Futures and Options. 3-0-3.

Prerequisite: FIN 8020 or equivalent.

This course is an introduction to and exploration of futures and options markets. The development and operation of these markets, the description of relevant financial instruments and their pricing and applications are investigated.

FIN 8410. Valuation and Strategic Financial Management. 3-0-3.

Prerequisite: FIN 8020 or equivalent.

This course focuses on designing and implementing systems that promote and reward decisions that add market value to investor-supplied funds. Conceptual frameworks for valuation are developed and their usefulness in practice is examined and evaluated. Valuation frameworks are used to measure and analyze the historical performance of actual companies. Operating, investing, and financing strategies are developed for actual companies, targets are established for value drivers, and future performance is forecasted. Measurement, evaluation, and compensation systems are designed to align the interests

of managers and owners to produce business decisions that increase the market value added to investor-supplied funds.

GBA 6100. Analytical Business Applications. 6-0-6.

Prerequisite: Admission to the Career Growth MBA or MAcc program.

This class provides the non-business undergraduate with foundation business knowledge and skills in analytical (numbers and research) areas necessary to enter and successfully complete the core Career Growth MBA and MAcc programs. It conforms to the AACSB accreditation requirements by innovatively integrating business information to cohort learning teams. It provides for faculty team coordination and delivery in classroom settings as well as using distance or distributed learning online approaches.

NOTE: Credit hours earned for this course do not count toward the 36-hour minimum program requirement and may not be used to fulfill any graduate core or elective requirement.

GBA 6200. Exploring Contemporary Business. 6-0-6.

Prerequisite: Admission to the Career Growth MBA or MAcc program.

This class provides the non-business undergraduate with foundation business knowledge and skills in domestic and global economic environments of organizations, creation and distribution of goods and services, and human behavior in organizations and other areas necessary to enter and successfully complete the core Career Growth MBA and MAcc programs. It conforms to the AACSB accreditation requirements by innovatively integrating business information to cohort learning teams. It provides for faculty team coordination and delivery in classroom settings as well as using distance or distributed learning online approaches.

NOTE: Credit hours earned for this course do not count toward the 36-hour minimum program requirement and may not be used to fulfill any graduate core or elective requirement.

GBA 7095. International Internship. 3-0-3.

Prerequisite: Completion of at least 18 hours of 8000-level MBA courses, must be approved by the MBA program director and the coordinator of cooperative education/internships (KSU Career Services); no internship work can be completed in the student's country of legal residence or country of origin.

A supervised three-credit hour work experience of one academic semester with a previously

approved business firm or governmental agency substitutes for one elective. A research paper is required to receive credit. The course will be graded on a satisfactory or unsatisfactory (S/U) basis.

GBA 8900. Special Topics in Business and Accounting (Repeatable). 1 to 3.

Prerequisite: Admission to the Career Growth MBA and approval by advisor and department chairperson.

Selected contemporary topics in a discipline of interest to faculty, students, and employers.

GBA 8950. Special Projects in Business and Accounting (Repeatable). 1 to 3 (not to exceed 6 semester hours).

Prerequisite: Must be approved by advisor and selected instructor.

Special projects for students who wish to pursue advanced work on a particular subject in a specialized area.

MGT 8040. Managing the Value Chain. 3-0-3.

Prerequisite: Admission to the Career Growth MBA or MAcc program.

The objective of this course is to learn how to maximize the overall value to the customer for the least cost possible. The value is the difference between what the final product (or service) is worth to the customer and the effort the system expends in filling the customer's request. Successful value chain management requires several decisions relating to the flow of information and products or services. Decisions fall into these three categories: (1) value chain strategy, (2) value chain planning, and (3) value chain operations. The topics include competitive scope and the value chain, the value chain and organizational structure, product/process design, capacity/inventory management, location/distribution management, quality, forecasting, shop control, cost evaluation, and their interrelationships.

MGT 8050. Leading Work Behavior, Effectiveness, and Change. 3-0-3.

Prerequisite: Admission to the Career Growth MBA or MAcc program.

This course explores some of the many ways in which human behavior affects how one manages and leads and ultimately how it affects individual, group, and organizational performance. The course will examine behavioral issues from both the macro level and the micro level with three principal areas of focus:

- Individual and organizational effectiveness

- Organizational behavior—what people think, feel, and do in organizations
- Leading organizational change

A conceptual understanding and knowledge of the applied consequences of these issues are requisite to understanding business matters as diverse as employee discipline policies, career development, marketing and promotion strategies, and the economics of the firm. The principal areas will be examined with a thorough grounding in theory yet with a focus on how the associated knowledge and skills may be applied to develop better managers, leaders, and global citizens.

MGT 8120. Employment Law. 3-0-3.

Prerequisite: MGT 8800.

Provides a basic understanding of the legal implications surrounding managerial decisions regarding employees and work. The focus is on managerial decision making within the law in areas such as EEO, Americans with Disabilities Act, Age Discrimination in Employment, Family Leave Act, Employee Retirement Income Security Act, Fair Labor Standards Act, Taft Hartley Act, and Occupational Safety and Health Act.

MGT 8200. Supply Chain Management for e-Business. 3-0-3.

Prerequisite: Admission to the Career Growth MBA or MAcc program.

This course focuses upon the strategic importance of supply chain management. The purpose of the course is to design and manage business-to-business to retail supply chain purchasing and distribution systems, and to formulate an integrated supply chain strategy that is supportive of various corporate strategies. New purchasing and distribution opportunities for businesses and inter/intra company communications systems designed for creating a more efficient marketplace are explored.

MGT 8240. Entrepreneurship for e-Business. 3-0-3.

Prerequisite: Admission to the Career Growth MBA or MAcc program.

The essence of the class is the examination of the strategy, structure, culture, and performance of e-business companies and the entrepreneurs that start them; to get students to look with vision at the opportunities in the marketplace where e-business works, and, ultimately, to ensure that students have the skills to envision, create, and start e-businesses (whether on their own or inside an existing business as a corporate venture).

MGT 8410. Organizational Communication. 3-0-3.

Prerequisite: BISM 2100 and MGT 3100, or equivalents.

The study of interpersonal, organizational, and public communication processes as they relate to meshing individual and organizational goals, influence of communication processes on decision making, implementation of change, and adaptation of organizations to their environments.

MGT 8490. World Class Manufacturing. 3-0-3.

Prerequisite: MGT 8040 or equivalent.

A thorough examination of the conditions needed to be a world class manufacturer. Included are the issues related to Just-In-Time and Synchronous Manufacturing philosophies, Quality Planning and Control, and ISO 9000.

MGT 8520. Entrepreneurship, Innovation, and Creativity. 3-0-3.

Prerequisite: Admission to the Career Growth MBA or the MAcc program.

This course develops a set of tools useful for understanding the human issues of entrepreneurship and of creativity-intensive firms. The course addresses the needs of the would-be entrepreneur as well as the manager of creative and entrepreneurial activity within established organizations. It also serves as a framework and catalyst to stimulate entrepreneurial motivation.

MGT 8530. New Venture Analysis. 3-0-3.

Prerequisite: Admission to the Career Growth MBA or the MAcc program.

This course is designed for students who intend to undertake an entrepreneurial career by creating and pursuing opportunities which lead to the ownership and/or control of the venture. Topics include identifying a business opportunity, developing the business plan, acquiring control over resources, managing the resources, and planning and executing the harvest.

MGT 8540. Entrepreneurial Finance. 3-0-3.

Prerequisite: FIN 8020 or equivalent or permission of instructor.

This course focuses on financial management of the non-publicly traded for-profit business enterprise. Topics include making financing and investment decisions without benefit of market feedback, financial planning, valuation of project and business coalitions, sourcing capital, financial distress, and going public.

MGT 8550. Consulting Services. 3-0-3.

Prerequisite: Admission to the Career Growth MBA or the MAcc program.

This course suggests a framework for delivering consulting services within the business community. Basic consulting functions addressed include skill/market identification; opportunity recognition and establishment of client base; interview problem/needs assessments; observation; data collection, analysis and documentation diagnosis; recommendation, implementation, follow-up, and control; legal, ethical, and confidentiality issues; managing change; expectations; and collaborative teams and projects.

MGT 8560. Family Business. 3-0-3.

Prerequisite: Admission to the Career Growth MBA or the MAcc program.

Explore the unique challenges and opportunities involved in managing a family business. Topics include the decision to join the family firm, establishing credibility as a son or a daughter, the stages of family business growth and strategic planning and succession.

MGT 8800. Human Resource Management and Development. 3-0-3.

Prerequisite: MGT 8050 or equivalent.

Provides a general understanding of the human resource management function in contemporary organizations. Intended for students who have not taken a basic human resource management course at the undergraduate level.

MGT 8820. Advanced Topics in Human Resource Management. 3-0-3.

Prerequisite: MGT 8800.

This course covers significant new developments in three human resource functional areas: staffing, compensation systems, and performance management systems. The focus is on pragmatic, innovative, and cost effective strategies enabling the creation of sustainable competitive advantages through human resource management. Best practices in these areas will be addressed as well as implementation issues in order to enable students to transfer their knowledge to the work place.

MGT 8830. Organizational Effectiveness. 3-0-3.

Prerequisite: MGT 8800.

This course focuses on the development of organizational capabilities in human resource management. The changing conditions facing organizations as they relate to human resources and the ability of human resource professionals to assist the organization in responding

to change are the underlying themes. Areas covered in this course include creating learning organizations, fostering teamwork, employee involvement and commitment, creating trust, re-engineering, building flexible and cooperative work forces, and cross functional involvement.

MGT 8840. Reinventing Business Leadership. 3-0-3.

Prerequisite: Admission to the Career Growth MBA or the MAcc program.

This course addresses essential knowledge and skills of business leadership for professional and personal development. Using dimensions of leadership applicable to business—information, integration, inspiration, integrity, innovation, and individuality—students assess their individual leadership skills and competencies, learn best practices of current business leaders, and formulate strategies for lifelong leadership development. Application of leadership in both traditional organizations and evolving organizational structures, networks, technologies, alliances, and diverse populations is covered.

MGT 8910. International Management. 3-0-3.

Prerequisite: Admission to the Career Growth MBA or MAcc program.

This course deals with theoretical and practical aspects of managing international business operations in the global market. It offers a cross-cultural perspective on the challenge of managing business organizations in multiple national markets, and it focuses on issues of cultural diversity in socio-political and economic systems. This course offers an in-depth examination of the conditions that confront domestic enterprises when they undertake international expansion and the common business practices employed under such conditions.

MGT 8980. Service and Quality Management. 3-0-3.

Prerequisite: MGT 8040 or equivalent.

This course has two major components. The first component is providing an in-depth study of the key concepts and practices of modern quality philosophies and techniques. The opportunities to add value through quality in all phases of business and product life cycles will be identified. Concepts and methods of statistical quality control will be presented. The second component is focusing on the development of a clear understanding of service management from multiple perspectives. Students will learn to define, diagnose, design, measure, control, and change

service with the objective of improving quality and productivity.

MGT 8999. Strategic Management: An Integrative, Capstone Experience. 3-0-3.

Prerequisite: Completion of graduate core and one-third to one-half of electives and permission from the Graduate Business Office. Course is designed to be the final experience in the Career Growth MBA program.

An integrative capstone course designed to provide an executive viewpoint of strategy formation and management of an enterprise. Teaches how to audit and analyze complex situations to determine the firm's strategies for long-run survival and growth in competitive markets. Examines techniques for analysis of environmental conditions and trends, opportunities and threats, resource strengths and limitations. Suggests how to plan, implement, and control organizational efficiency and effectiveness at both the strategic and operational level.

MKTG 8030. Strategic Marketing. 3-0-3.

Prerequisite: Admission to the Career Growth MBA or MAcc program.

Development of marketing strategies and programs and their application in firm's decision-making. Examination of the impact of marketing strategies on firm's financial performance. Cases, competitive marketing simulations, and marketing plan developments will be used to provide for application experience.

MKTG 8440. Marketing for e-Business. 3-0-3.

Prerequisite: Admission to the Career Growth MBA or MAcc program, MKTG 8030 or equivalent

This course develops a framework for understanding the forces driving the internet revolution in marketing and business. The course will cover such topics as online behavior, customer support, new product development, branding, pricing, and internet marketing plans.

MKTG 8670. Promotion Strategy and Tactics. 3-0-3.

Prerequisite: MKTG 8030 or equivalent.

A course examining the use of promotion in profit and nonprofit organizations is studied. Methods of promotion including public relations, advertising, professional selling, and sales promotion will be analyzed, including how and when to use each, how to measure effectiveness, and how to select promotion service suppliers.

MKTG 8710. Consumer and Buyer Behavior. 3-0-3.

Prerequisite: MKTG 8030 or equivalent.

Utilizes the behavioral sciences and research methods to analyze, forecast, and meet consumer needs. The roles of advertising and ethical issues are analyzed.

MKTG 8720. Strategic Product Management. 3-0-3.

Prerequisite: MKTG 8030 or equivalent.

A study of the strategic product portfolio from the perspective of the marketing manager. In-depth analysis of the total product, development of products, and strategies related to product introduction, change, and deletion.

MKTG 8730. International Marketing Management. 3-0-3.

Prerequisite: BISM 2100 and MKTG 8030 or equivalents.

The course focuses on the application of marketing management strategies and tactics in a global economy. Using case studies, the course analyzes how varying environmental forces influence adaptation of the marketing mix and how homogenizing forces influence global standardization of marketing strategy.

MKTG 8750. Applied Marketing Research. 3-0-3.

Prerequisite: BISM 2100 and MKTG 8030 or equivalents.

Examination and evaluation of marketing information sources and systems for opportunity identification and analysis, planning, decision making, and control.

MKTG 8770. Sales Management Decisions. 3-0-3.

Prerequisite: MKTG 8030 or equivalent.

Advanced study of conceptual and methodological tools used to support decisions required for the management of sales personnel and the planning and control of sales operations.

MKTG 8780. Business to Business Marketing. 3-0-3.

Prerequisite: MKTG 8030 or equivalent.

An examination of the areas of strategic and tactical planning and implementation when dealing with products sold to other business firms.

MKTG 8790. Applied Global Business Strategies. 3-0-3.

Prerequisite: Admission to the Career Growth MBA or MAcc program or permission of instructor.

This course focuses on an applied multi-disciplinary approach to understanding and implementing global business strategy. It examines the phases of global strategy evolution, emphasizing the key strategic thrusts as well as how to leverage the firm's position and competencies to take advantage of potential synergies. A special learning opportunity is provided by a required overseas business study tour. Students will be exposed to foreign culture and perspectives on global strategy formulation and implementation.

WebMBA

The WebMBA offers qualified and highly motivated students the opportunity to earn a Master of Business Administration (MBA) degree online through a consortium of five University System of Georgia institutions.

The WebMBA is a professional degree providing a broad base of general business knowledge, which prepares students for middle- and upper-level management positions. The program seeks to develop in its students an understanding of managerial behavior and decision-making within the economic, social, and political environments of business operations. Students will have the opportunity to improve their communication and leadership abilities, their analytical and decision-making skills, and their effectiveness at developing working relationships with subordinates, peers and supervisors, and external publics. The WebMBA is a competitive program with limited available slots per cohort.

General Requirements for Admission to the WebMBA

1. Baccalaureate degree from an institution accredited in a manner accepted by Kennesaw State University.
2. Minimum cumulative adjusted grade point average (GPA) of 2.80 on a 4.0 scale.
3. Minimum total score of 500 (verbal, quantitative, and analytical) on the Graduate Management Admissions Test (GMAT). (Test requirements may be waived for applicants who have earned an advanced degree from an institution accredited in a manner accepted by Kennesaw State University).
4. Minimum of two years of significant business-related work experience.
5. Consideration is given to the applicant's academic record, scores on the GMAT, professional résumé, and GMAT Analytical Writing Assessment results.
6. A score of at least 550 on the written TOEFL or 213 on the computer-based TOEFL is

required for all students for whom English is not the native language. International applicants must have their foreign credentials evaluated by an independent evaluation service. Course-by-course evaluations, equivalence to an accredited U.S. degree or number of years toward completion, and grade point average (GPA) equivalents are required.

Transfer Credit

The program allows - but does not encourage - a maximum of six semester hours from an accredited graduate institution. The transfer of credit for course work completed at another institution will be approved only under the following conditions:

1. The course was completed at a regionally accredited institution.
2. A minimum grade of "B" was received in the course.
3. The course was restricted to graduate students only.
4. The content of the course corresponds to that of a course required or permitted in the student's program at Kennesaw State.
5. The credit to be considered for transfer will not be more than six years old at the time the student enters Kennesaw State University.

Residential Course Substitutions

The transfer-credit limit includes residential (on-campus) courses - no more than six credit hours for transfer and/or residential combined. The program director will advise on any requests to take residential courses to substitute for required WebMBA courses. While remaining flexible to work and life changes, the director typically will encourage students to take the WebMBA courses to ensure the integrity of the program learning experience.

Residency Requirements

Associates are required to attend a two-day, one-credit-hour orientation held on the Kennesaw State University campus. Any admitted associate who does not attend is disqualified from continuing in the program.

The orientation focuses on team building, program expectations, interaction with faculty and administration, and hands-on application of program courseware - WebCT. New associates also have the chance to interact with associates from other program cohorts to ask questions and to listen to tips and best practices. A second non-credit residential meeting is required for each student team.

Grades

Expectations for satisfactory graduate level student performance are detailed in Academic Policies section of this catalog.

Petition to Graduate

Each WebMBA student must petition to graduate at least one semester prior to completion of program requirements. The student must contact the Graduate Business Office of the school to which they were originally accepted and request a petition. A petition will then be prepared and sent to the student.

Admission Criteria for Non-Degree Students

The program does not accept non-degree seeking students.

Program Parameters

Two regular WebMBA classes are offered each term for five consecutive terms.

To finish the WebMBA, students must complete a total of ten courses. Additionally, students are required to complete the two WMBA Student Orientation sessions.

This 10-course program is team-based and lock-step. Associates should take courses in sequence, two courses per semester, to complete the degree in five semesters. While extenuating career or life events may require an associate to work closely with the program director to make any needed adjustments, most associates generally complete all 10 courses online during the 5-semester time frame (two courses per semester).

WebMBA

The Program of Study is listed below. The schedule of course offerings will be announced at the orientation session. A complete list of course descriptions is available at <http://www.webmbaonline.org>.

Business Foundation Courses:

The WebMBA curriculum is developed on the assumption that students will bring certain preparatory knowledge into the program. For those students who do not have the appropriate business foundation knowledge and skills, the Coles College offers several alternatives: (1) the student may take one or both integrated, team-taught courses, GBA 6100 —Analytical Business Applications and/or GBA 6200 —Exploring Contemporary Business, specially designed only for students admitted to the WebMBA/CGMBA/MAcc programs, (2) the student may take approved undergraduate courses (listed below) in functional areas of business, or (3) the student may take an Advanced Standing Exam to exempt a course. Arrangements for these examinations must be made through the Graduate Business Office. Students may take these courses at any institution accredited in a manner acceptable to Kennesaw State University. All business foundation coursework must be completed prior to beginning the WebMBA program.

ACCT 2100	Introduction to Financial Accounting (3)
ACCT 2200	Introduction to Managerial Accounting (3)
BISM 2100	Business Information Systems and Communication (3)
BLAW 2200	Legal and Ethical Environment of Business (3)
ECON 2100	Principles of Microeconomics (3)
ECON 2200	Principles of Macroeconomics (3)
ECON 3100	Business Statistics (3)
FIN 3100	Principles of Finance (3)
MGT 3100	Management and Behavioral Science (3)
MKTG 3100	Principles of Marketing (3)

WebMBA COURSE CURRICULUM

WMBA 1000	Orientation	1
WMBA Orientation	Team Presentations	0
WMBA 6000	Human Behavior in Organizations	3
WMBA 6010	Managerial Accounting	3
WMBA 6020	Managerial Communications	3
WMBA 6030	Global and International Business	3
WMBA 6040	Managerial Decision Analysis	3
WMBA 6050	Strategic Marketing	3
WMBA 6060	Managerial Finance	3
WMBA 6080	Management Information Systems	3
WMBA 6100	Productions and Operations Management	3
WMBA 6110	Business Strategy	3

PROGRAM TOTAL: 31

WebMBA Course Descriptions

The figures shown after the course number and title of the course signify the number of class hours per week, the number of laboratory hours per week, and the semester hours of credit for the completed course. Thus, the entry 3-0-3 denotes three hours of class, zero hours of laboratory, and three hours of credit.

WMBA 1000. WebMBA Orientation. 1-0-1.

The purpose of the WebMBA Orientation is to create a learning community to support student success throughout the WebMBA learning experience. Teams are formed and students obtain skills related to areas such as behavioral preferences, learning styles, interpersonal exchanges and managing differences, and developing operating agreements within team settings. Students and faculty share expectations and explore technology necessary to engage in on-line learning.

WMBA 6000. Human Behavior in Organizations. 3-0-3.

An examination of the behavioral and structural factors affecting the performance of organizations including both micro and macro organizational issues. This course provides an overview of the field of organizational behavior with an emphasis on employing the human resources of the firm to achieve organizational performance. Topics include motivation, leadership, job satisfaction, selection, training, and the dynamics of teams.

WMBA 6010. Managerial Accounting. WMBA 6000. Human Behavior in Organizations. 3-0-3.

This course will cover a wide range of topics that will emphasize the use of both internal and external data to enhance the decision-making skills of managers. Concepts covered will include an overview of the management accounting function within the organization, cost management and cost accumulation systems, planning and control systems, use of historical data in forecasting costs, and the use of accounting information in management decision-making. Case readings will be used to enhance students' critical thinking, problem solving, and communication skills.

WMBA 6020. Managerial Communications. 3-0-3.

Designed to meet the needs of the practicing manager. Included are the internal and external communications carried out by managers in organizations and the organizational and human variables, which influence these communications. Included is the management of information systems. Communication styles of managers from different cultures are discussed.

WMBA 6030. Global and International Business. 3-0-3.

This course is designed to provide the student with an understanding of how companies enter and operate in the global market. Additionally, students will learn how culture, politics, legal, and economic systems impact the marketing and trading of products in other countries. Students will develop an understanding of the business strategies and structures in the global arena, and will learn how managers interact and manage diverse groups.

WMBA 6040. Managerial Decision Analysis. 3-0-3.

A study of advanced quantitative analysis techniques and their applications in business. Topics include game theory, decision analysis, forecasting, linear programming, transportation and assignment problems, network models, project management, queuing theory and market analysis.

WMBA 6050. Strategic Marketing. 3-0-3.

This course provides a study of the strategic managerial aspects of marketing given the growth of E-Commerce. Topics focus on product, price, promotion, and place in the ethical planning, implementing, and controlling of marketing operations. Prerequisites are Completion of WMBA 5030 (Foundations of Business Environment), WMBA 5050 (Foundations of Management and Marketing) or their equivalents.

WMBA 6060. Managerial Finance. 3-0-3.

A study of financial risk and return, capital budgeting, valuation, capital structure, working capital management, and current topics in financial management. This course is designed to develop a student's knowledge, analytical skills, and communication skills in the area of financial management. The student will be exposed to the reasons financial management is critical to the success of a business as well as to the tools that will enhance their managerial skills. Specifically, this course will give the student tools to analyze a company's financial position relative to the

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industry, apply time value of money concepts to business cash flows, evaluate the acceptability of short-term and long-term financial decisions, understand the relationship between capital structure, risk, and the cost of capital, and improve communication skills.

WMBA 6080. Management Information Systems. 3-0-3.

A study of the effects of information technology on firms, industries, and the organization of work. This includes the development of strategies for corporate growth based on effective use and management of information technology, the analysis of business problems and relevant information systems solutions, and the use of IT to transform business processes and provide more effective management control and decision systems.

WMBA 6100. Production and Operations Management. 3-0-3.

This course is an introduction to the concepts, principles, problems, and practices of operations management. Emphasis is on managerial processes for achieving effective operations in both goods-producing and service-rendering organizations. Topics include operations strategy, process design, capacity planning, facilities location and design, forecasting, production scheduling, inventory control, quality assurance, and project management. The topics are integrated using a systems model of the operations of an organization.

WMBA 6110. Business Strategy. 3-0-3.

An integrative course designed to provide an executive viewpoint of strategy formation and management of an enterprise. The course teaches how to analyze complex business situations in order to determine a firm's strategies for long-run survival and growth in competitive markets. Participants will examine techniques for analysis of environmental conditions and trends, opportunities and threats, and resource strengths and limitations. Focus will be on developing plans and implementing and controlling those plans at both the strategic and operating level. Primary teaching method will use real-time case studies that cover policy formulation and administration. A strategy simulation will also be used. The point of departure for the course is top-and-middle management, where company-wide objectives are set and departmental policies and activities are coordinated.

MBA for Experienced Professionals

The Master of Business Administration (MBA) for Experienced Professionals degree is an innovative, interactive, integrated program that incorporates real-life experiences into every component. The program is process-oriented rather than functionally-oriented and taught in a team environment that simulates the workplace. Individuals completing the program become complete managers and leaders with new ideas, broad perspectives, technology awareness and an expanded business network.

General Requirements for Admission to MBA for Experienced Professionals

The MBA for Experienced Professionals program is limited to talented men and women who have earned baccalaureate degrees in any field of study from institutions accredited in a manner accepted by Kennesaw State University. Applicants are expected to have the intellectual curiosity and motivation necessary to sustain an intensive graduate program and a professional career. Admission will be granted only to students showing high probability of success in postgraduate business study.

The College of Business Graduate Admissions Committee determines the eligibility of each person who applied for admission to the MBA for Experienced Professionals program. Consideration is given to the applicant's academic record, scores on the Graduate Management Admission Test (GMAT) and work experience. Other factors reviewed include the applicant's educational background, performance in outside activities, evidence of activity and leadership and record of accomplishments in business and professional activities.

Only course work from institutions with accreditation equivalent to that granted by the Commission on Colleges of the Southern Association of Colleges and Schools or similar

recognized institutional accrediting agencies is considered in evaluating an applicant for admission.

1. Baccalaureate degree from an institution accredited in a manner accepted by Kennesaw State University.
2. Minimum cumulative adjusted grade-point average of 2.80 on a 4.0 scale.
3. Minimum total score of 500 on the Graduate Management Admissions Test (GMAT).
4. Minimum of 5 years of management or professional experience.
5. Consideration is given to the applicant's academic record, scores on the GMAT and work experience. Other factors reviewed include the applicant's educational background, performance in outside activities, evidence of creativity and leadership, record of accomplishments in business and professional activities.
6. When there is a conflict in the predictions of success for the GPA and GMAT, exceptions may be made if the applicant's educational background, excellence in performance in outside activities, creativity and leadership, accomplishments in business and professional activities are sufficient to indicate success in the program.
7. Valid Immunization Certificate for measles, mumps and rubella.
8. A score of at least 550 on the written TOEFL or 213 on the computer-based TOEFL is required for all students for whom English is not the native language. International applicants must have their foreign credentials evaluated by an independent evaluation service. Course-by-course evaluations, equivalence to an accredited U.S. degree or number of years toward completion, and grade point average equivalents are required.

In reviewing the academic work of applicants, the Admissions Committee evaluates the junior/senior adjusted grade point average for all applicants. In cases where the applicant has done additional accredited undergraduate work beyond the bachelor's degree or has done accredited graduate work, the most recent two-year adjusted GPA will be used in the admissions consideration.

An applicant will not be admitted until a completed application, an official GMAT score, and official transcripts for all undergraduate and graduate courses have been received and evaluated. Admissions decisions are determined by the College of Business Graduate Admissions Committee and are communicated in writing by the College of Business Graduate Admissions Committee to the applicants as soon as is practical after materials have been received and evaluated.

Program Fees

The cost for the 18-month program is \$32,500. This fee includes a nonrefundable deposit of \$500 which is due upon acceptance to the program. The remaining \$32,000 is prorated over the entire program. Meals, textbooks, notebook computer, retreat and the International Residency are included in this fee.

Transfer Credit

Students enrolled in the MBA for Experienced Professionals program will not be given credit for courses taken at other institutions.

Candidacy

Students will be admitted to candidacy upon successful completion of 9 semester hours of course work with a minimum cumulative grade point average (GPA) of 3.0 and a grade of "C" or better in each course presented for candidacy. Students not achieving a minimum cumulative GPA of 3.0 after the completion of 9 credit hours will be admitted to candidacy at such time as they achieve a 3.0 minimum GPA.

Grades in Graduate Courses

Students must earn a grade of "C" or better in every graduate-level course. They must also achieve a GPA of at least 3.0 in:

1. all 7000 and 8000-level GBA courses, and
2. in all graduate-level courses.

Petition to Graduate

Each MBA student must petition to graduate at least one semester prior to completion of program requirements. The student must contact the Graduate Business Office and request a petition. A petition will then be prepared and mailed to the student's home address.

Admission Criteria for Non-Degree Student

Students classified as non-degree students are not permitted to enroll in MBA for Experienced Professionals courses.

The MBA for Experienced Professionals Program allows an individual to earn an MBA degree in 18 months without interrupting his or her career. Associates complete courses which are team taught by experienced full-time graduate faculty. All traditional prerequisites are incorporated into the program. Optional refresher sessions, via various distance learning vendors or CD ROM, are provided in computer applications, quantitative methods, communications, finance and accounting.

The class schedule is designed to minimize the time an individual must be away from the office and home. Classes are held one weekend per month, on Friday afternoon and all day Saturday and Sunday. The entire 18 month schedule is provided in advance, so the professional can more easily coordinate his or her business and personal commitments with their responsibilities at school.

During the 18 months of study a significant portion of the overall learning experience takes place via online asynchronous communication with both faculty and fellow associates. Traditional in-class time is augmented each semester by utilizing "electronic classroom" discussions concerning assigned readings and cases. Incorporating this technology into the program serves as an extension of in-class time by allowing associates to ask questions and receive feedback prior to the readings and cases being discussed in-class. As a result, in-class time is utilized more efficiently and effectively.

MBA for Experienced Professionals

GBA 7005 (Variable 1-6 semester hours)

TEAM DEVELOPMENT AND ORIENTATION RESIDENCY

Prerequisites: Admission to MBA-EP program; Completion of assigned computer tutorials; Completion of self-assessment instruments.

DESCRIPTION

Our innovative Team Retreat is designed to introduce students to basic teamwork skills as well as computer and analysis tools necessary for successful performance. Both during and after the residency, communication and collaboration between and among faculty and associates is facilitated by use of a distance learning platform. Significant attention is dedicated to this collaboration application as it represents one-third of the total number of contact hours between faculty and associates each semester. Topics include:

- Team formation and development
- Integration of diverse individuals into teams
- Negotiation and conflict management
- Team contracts
- Orientation to computer software: spreadsheet, presentation graphics, word processing, internet access and electronic mail
- Orientation to the distance learning platform; Lotus Notes/Learning Space
- Basic financial analysis tools

COURSE CURRICULUM

- Individual differences in learning styles and their effects on team functioning
- Basic skills of negotiation and conflict management
- Assessment of individual variables into team composition
- Individual diversity effects in team development and functioning
- Formation of MBA work teams based on self-assessment information
- Negotiating initial team contracts
- Basic computer skills, including use of spreadsheets, graphics, word processing, internet access, and electronic mail, with primary emphasis on the latter two.

GBA 7010 (9 semester hours)

INSTITUTIONAL EXCELLENCE

Prerequisites: GBA 7005 - Team Development and Orientation Residency.

DESCRIPTION

This course examines topics that form the basis for determining institutional excellence. The Lotus Notes/Learning Space distance learning platform continues to be incorporated this semester. The use of this technology serves as an extension of in-class time by providing associates the ability to discuss, with fellow associates and faculty, readings and issues pertaining to each on-campus weekend. Topics include: Financial Statements, Macro Economic Structure, Corporate Financial Structure, Legal and Governance Structure, Monetary Policy, Strategy Framework, Presentation Skills, Fiscal Policy, Defining the Organization, Leadership and Culture, Managing Growth, Organization Design, Time Value of Money, Corporate Performance, Financial Statement Analysis, Economic Value Added and Valuation, Goal Setting and Compensation, Human Resource Strategy, Corporate Values and Ethics, Capital Cost and Capital Structure.

COURSE CURRICULUM

Weekend One

- Financial Statements
- Macro Economic Structure
- Corporate Financial Structure
- Legal & Governance Structure
- Monetary Policy
- Strategy Framework

Weekend Two

- Presentation Skills
- Fiscal Policy
- Defining the Organization
- Leadership & Culture
- Managing Growth
- Organization Design

Weekend Three

- Time Value of Money
- Corporate Performance
- Financial Statement Analysis
- Economic Value Added and Valuation
- Goal Setting and Compensation
- Human Resource Strategy
- Corporate Values and Ethics

Weekend Four

- Capital Cost and Capital Structure
- Semester Project Presentations
- Leadership & Personal Growth

GBA 7020 (11 semester hours)**BUSINESS EXCELLENCE**

Prerequisites: GBA 7010 - Institutional Excellence

DESCRIPTION

This course examines topics that form the basis for determining business excellence. The Lotus Notes/Learning Space distance learning platform continues to be incorporated this semester. The use of this technology serves as an extension of in-class time by providing associates the ability to discuss, with fellow associates and faculty, readings and issues pertaining to each on-campus weekend. Topics include: Resource Allocation, Risk and Return, Microeconomics and Structure, Market Analysis of Industries, Industry Forces, Quantitative Analysis, Investment Decision Criteria, Strategic Frameworks, Business Strategy in Action, Capital Decisions, Operating Systems, Expansion and Integration, Managerial Accounting and Cost Analysis, Product Positioning, Branding and Promotion, Customer Service, Processes and Process Excellence, Quality Processes, Statistical Principles, Process Control, Change Management, Project

Management, Information and Knowledge Management, Human Resource Strategy & Development, Value Drivers, and Leadership and Personal Growth.

COURSE CURRICULUM

- Understand the appropriateness of various objectives for the firm, (e.g., maximizing profit, value, market share), including differentiating between the economic and accounting concepts of profit and cost.
- Classify cost and revenue sources relevant to the decision under consideration using contribution analysis.
- Understand the notion of opportunity cost and its implications for efficient selection of transfer prices.
- Understand the relationship between engineering efficiency, economic efficiency and the goal of cost minimization including the impact of technological innovations and changes in input prices on the cost structure of the firm.
- List and explain the major factors which influence the demand for a product.
- Compute a simple price elasticity of demand and explain its relevance in pricing decisions of the firm.
- Discuss how various pricing practices such as “skimming”, off-peak pricing, second-branding (generics) may be considered devices for price discrimination.
- Understand how to manage the marketing function to generate the cash flows to enhance firm value.
- Discuss market definition in terms of both geographic and product markets.
- Understand how to make investment decisions in which individual and collective interests diverge. Explain the implications of the “Prisoner’s Dilemma” for the stability of cartel behavior.
- Use the capital budgeting process to make value increasing decisions.
- Identify management decisions for which a quantitative approach is appropriate and the role that both return and risk have in optimal decision making.
- Recognize managerial problems for which mathematical programming is an appropriate tool. Formulate a mathematical program (constrained optimization) problem algebraically and, using a spreadsheet tool, solve it and interpret the results.
- Recognize managerial problems for which linear regression is an appropriate tool.
- Use a spreadsheet to estimate a regression model including collecting and assembling data and interpreting the results.
- Develop skills for basic legal research.
- Recognize the effect of taxes on managerial decision making. Understand legal restrictions on both domestic and international transfer pricing.
- Develop some competency with the quantitative techniques associated with project management.

GBA 7030 (9 semester hours)

PRODUCT/SERVICE EXCELLENCE

Prerequisites: GBA 7020 -Business Excellence

DESCRIPTION

This course examines topics that form the basis for determining product/service excellence. The Lotus Notes/Learning Space distance learning platform continues to be incorporated this semester. The use of this technology serves as an extension of in-class time by providing associates the ability to discuss, with fellow associates and faculty, readings and issues pertaining to each on-campus weekend. Topics include: Data Analysis and Modeling, The Voice of the Customer, Economics of Price and Output, Demographics and Forecasting, Cost/Volume/Profit

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Analysis, Framework for Product/Service Strategy, Product/Service Performance, Segmentation, Positioning, Product/Service Development, Financial Drivers Analysis, Advertising and Promotion, Pricing, Brand Management, Post Transaction Service, Product/Service Excellence, Leadership and Personal Growth, and Team Development

SEMESTER COURSE CURRICULUM

- Identify how strategic and tactical management decisions create (or destroy) value for the firm's owners.
- Explain the centrality of cash flow generation capacity to firm value. Be able to evaluate the impact of changes in the cash flows of the firm (including size, timing, and riskiness of those flows) on the value of the firm.
- Identify and explain different measures of firm value (e.g., book value, the value of a firm as a going concern, market value of the assets of a firm, both tangible and intangible, breakup value, and liquidation value).
- Understand the role of managerial accounting systems in making, implementing, monitoring, and evaluating decisions in the firm.
- Understand the impact of taxes on decision-making and value creation in the firm.
- Comprehend the strategic treatment of human resources activities designed to maximize the contribution of each employee to organizational effectiveness and value creation.
- Understand the impact of change and change management in the creation of firm value.
- Understand the role of financial information and control systems in the creation of firm value.
- Understand the role of financial structure in the creation of the firm.

GBA 7035 (Variable Credit Hours 1-6) INTERNATIONAL RESIDENCY

DESCRIPTION

This unprecedented learning experience offers candidates the opportunity to confer and convene with non-U.S. EMBA counterparts via the Internet, seeking information and sharing solutions for every business challenge. This dynamic virtual teaming process provides associates with an experiential view of what is required to do business internationally. Teams negotiate contracts and deal with cultural, technological, geographical and team governance issues together. The results of tackling these global-scale strategic issues are secondary to the teaming process, which is of foremost importance. Teams hold individual video conferences to define the scope of their study, how it will be accomplished, and what roles individual international team members will play. Each virtual team develops a working agreement that describes its operating norms. A written work plan, which is international in context and strategic in scope, is then created by each team. The experience also includes an international trip to join with their non-U.S. EMBA counterparts to participate in company visits and additional instruction periods. Teams will also deliver presentations to an audience of international faculty, corporate executives and venture capitalists regarding their international projects during the trip.

GBA 7040 (9 semester hours) DECISION MAKING AND PROFESSIONAL DEVELOPMENT

Prerequisites: GBA 7030 Product/Service Excellence.

DESCRIPTION

This course examines topics that form the basis for demonstrating excellence through decision making and individual professional development. The Lotus Notes/Learning Space distance

learning platform continues to be incorporated this semester. The use of this technology serves as an extension of in-class time by providing associates the ability to discuss, with fellow associates and faculty, readings and issues pertaining to each on-campus weekend. Topics include: Decision Feedback and Planning, Integrating Business and Personal Planning and Personal and Professional Development.

COURSE CURRICULUM

Weekend One

- Introduction to the Decision Simulation
- Simulation Decision I Preparation and Submission
- Decision Feedback and Planning
- Integrating Business and Personal Planning

Weekend Two

- Simulation Decision II Preparation and Submission
- Decision Feedback and Planning

Weekend Three

- Simulation Decision III Preparation and Submission
- Decision Feedback and Planning

Weekend Four

- Simulation Decision IV Preparation and Submission
- Decision Feedback and Planning
- Personal Development Planning

GBA 7090 (1 - 9 semester hours)

SPECIAL TOPICS FOR THE POST MBA

Prerequisites: Completion of an MBA; must be approved by the MBA director; not available to students currently enrolled in an MBA program. This course can be taken for credit multiple times.

DESCRIPTION

Selected contemporary topics in a business related discipline that are of interest to faculty, MBA alumni, and employers.

