

College of Business

Lamar University's MBA is fully accredited by the Association to Advance Collegiate Schools of Business (AACSB). Students with degrees in **non-business** fields as well as business undergraduates **are encouraged** to earn the Master of Business Administration degree through Lamar University's Cohort MBA or Traditional MBA.

Mission Statement

The mission of the Lamar MBA is to deliver a dynamic integrated management education to a variety of student groups. Our students range from those who are exploring their career goals, through students who want to advance their existing business knowledge, and to students who have a focused career path. These different student needs are met through either the flexible part-time or the full-time Lamar MBA.

The Lamar MBA places a heavy emphasis on an experiential-based approach to problem solving including the knowledge, skill and ability to incorporate ethical considerations, leadership, teamwork, and a global perspective into the decision-making process. Lamar University blends its students' MBA education with passionate teaching, active learning, specialized knowledge and professional development to enhance their career potential.

Traditional MBA

Students with undergraduate degrees in business and those from non-business disciplines are equally encouraged to apply for a Lamar MBA. The MBA is a highly respected vehicle for enriching undergraduate study in science and engineering, liberal arts, and the social and behavioral sciences as well as for adding depth to the traditional undergraduate business disciplines.

For students without any previous undergraduate study in business, the Lamar MBA consists of 54 semester hours (21 courses). The program consists of nine leveling courses, a required core of eight courses and four elective courses that will allow a student to develop a concentration. **One or more of the nine leveling courses may be waived if the student has completed equivalent undergraduate coursework or can demonstrate proficiency in the area covered by the leveling course.**

The nine leveling courses may be completed after admission to graduate study or before admission when registering as post baccalaureate student. Undergraduate students are limited to six semester hours of graduate work in their last twelve hours of coursework.

Students entering the Lamar MBA with undergraduate degrees in business from an accredited business school will likely have satisfied the graduate leveling work and all of the nine leveling courses may be waived. The MBA will then consist of 36 semester hours (12 courses), including eight core courses and four elective (concentration) courses.

Cohort MBA

The Cohort MBA degree in the College of Business at Lamar University is an alternate pathway for full-time MBA students with undergraduate business degrees. In addition to the core curriculum, the "cohort" of students will have the opportunity to participate in various experiential learning activities. Students coming directly from an undergraduate business program should enroll in the experiential business and entrepreneurship

concentration, although students may choose any of the concentrations offered by the Lamar MBA.

The Cohort MBA is a 36 credit-hour program that features a full-time evening core curriculum that students complete in 16 months. Each “cohort” of students starts the program in August and graduates 16 months later. Students follow a lock step progression through the program, taking all core classes together as available on Monday, Tuesday, Wednesday and Thursday of every week (No Friday classes). The Cohort MBA will only be offered for students beginning in each fall semester. When entering the Lamar MBA, students must declare their interest in either the Traditional or Cohort MBA.

Dual Degrees offered:

1. Master of Science in Nursing/Master of Business Administration
2. BSIE/MBA Industrial Engineering undergraduates are eligible to participate in a 5-year academic program that leads to two degrees: a BSIE and MBA
Industrial Engineering students will complete all of the normal INEN degree requirements, with one exception:
INEN Electives are replaced with MBA Leveling courses.
The program is designed to be completed in 5 years, with a general structure as follows:
 - Years 1, 2, and 3 are spent in pre-engineering and Industrial Engineering coursework.
 - Years 4 and 5 are spent taking MBA Courses.

Certificate

Leadership Certificate Program (Students must have bachelor's degree)

Students may select 12 hours from the following list:

- BUSI 5320 Leadership and Organizational Change (Spring)
- MGMT 5330 Human Resource Management (Summer II)
- BUSI 5310 Entrepreneurship and Career Strategy (Fall)
- MKTG 5340 International Marketing (Fall)
- BULW 5340 Business Ethics (Spring)
- MGMT 5380 Strategic Management (Fall and Spring)
- MGMT 5350 Service Marketing and Management (Spring)
- MGMT 5340 Seminar in Management (Fall)

Certification courses will apply to a full degree once you gain full admission to the MBA program. In addition, students entering the MBA program who do not have an undergraduate degree in business administration may be required to take leveling courses before entering the MBA program.

Admission

Persons seeking admission to this program must meet the general requirements for admission outlined in the Graduate Bulletin, with the following exceptions:

1. The student is *required* to take the Graduate Management Admission Test, GMAT.
2. The applicant's undergraduate grade point average and GMAT scores must equal or exceed the minimum standards. The student must meet at least one of the following standards:
 - A. A total of at least 950 points based on the formula: 200 times the overall undergraduate GPA (4.0 system) plus the GMAT score. (See Note below)

B. A total of at least 1,000 points based on the formula: 200 times the GPA (4.0 system) of the last 60 hours of undergraduate work plus the GMAT score. (See Note below).

Note: Students must make a minimum score of 450 on the GMAT for unconditional acceptance, and meet standard “A” or “B” above. Students who make 400-450 and meet either standard “A” or “B” above will be admitted conditionally pending satisfactory completion of nine hours with a “B” (3.0) average on graduate work. A student who makes less than 400 on the GMAT will **not** be admitted regardless of GPA.

3. All applicants are required to complete two essay questions.
4. A student whose native language is not English is expected to score over 525 on the TOEFL.
5. Post Baccalaureate students are not permitted to enroll in Business courses for graduate credit without the *prior* consent of the Associate Dean.
6. All applications will be reviewed on the basis of the profile material required and submitted for admission consideration. Each required document contributes to the overall profile of the candidate for admission. Qualified applicants for graduate study must provide evidence of good standing at the college or university from which they earned their undergraduate degree. No single application element will be either an automatic qualifier or disqualifier for admittance.

Degree Requirements

First Year Courses (Designed primarily for students whose undergraduate degree is *not* Business).

ACCT	5200	Financial Accounting Foundations
BCOM	5200	Administrative Communications
BUAL	5200	Statistical Analysis for Decision Making
BULW	5200	Legal Environment of Business
ECON	5200	Foundations of Economics
FINC	5200	Foundations of Finance
MGMT	5210	Foundations of Organization Behavior
MGMT	5220	Operations Management
MKTG	5200	Marketing Concepts

Second Year Courses

ACCT	5370	Managerial Accounting
BUAL	5380	Business Research and Quantitative Analysis
ECON	5370	Managerial Economics
ECON	5380	Environment of Business
FINC	5310	Financial Management
MKTG	5310	Seminar in Marketing
MGMT	5340	Seminar in Management
MGMT	5380	Strategic Management

Concentrations

Accounting

This concentration provides students the opportunity to study the accounting function from a management point of view. Students will be able to understand the role of accounting in managing a business and in financial planning and decision making. **(Requires a Bachelor's degree in Accounting)**

Experiential Business and Entrepreneurship

This concentration has been developed for the Lamar University MBA Cohort Program. The cohort (team) model allows students to develop close working relationships with each other and develops team skills. By participating in various experiential learning experiences, this concentration prepares students on hands-on application of practical business skills to use in the workforce. Students will have a greater perspective of business and will enter the workforce with a stronger foundation in career strategy and leadership. Finally, this concentration prepares students for the intricacies of planning, launching and leading a new business. Students will have experiential learning experiences such as mentoring, career strategy workshops, distinguished speaker series, leadership development, study abroad, and FastTrac®. **(Available to all MBA students)**

Financial Management

The Financial Management specialization provides the student with advanced skills in corporate finance and investments. Students study how to select different instruments for investments, financing business activities, and managing financial risk. **(Available to all MBA students)**

Healthcare Administration

This concentration prepares Lamar University MBA students for managerial positions in health care delivery organizations, from integrated health systems to the various components (e.g. insurers/ risk takers, hospitals, physicians, sub-acute and long-term care, pharmaceuticals). Students will be able to analyze and undertake courses of action to improve organizational performance using financial, operational, and strategic perspectives and frameworks learned in their coursework. **(Available to all MBA students; Healthcare classes are scheduled on Saturdays)**

Management Information Systems

This concentration prepares Lamar University MBA students on how information systems impact the performance of, and add value to organizations; and analyze and design computer-based information systems based on a thorough comprehension of business and technology theory and practice. **(Available to all MBA students)**

Service Management and Marketing

This concentration prepares Lamar University MBA students for careers in which they will establish customer relationships, build loyalty and increase profits through effective service delivery. This will include the unique challenges involved in marketing and managing services. Students will consider the sources of competitive advantage in service businesses such as managing supply and demand, relationship management, customer satisfaction and loyalty, and the overlap in marketing/operations/human resource systems. **(Available to all MBA students)**

Thematic

For students who seek a tailored approach to their degree, the MBA program at Lamar University offers a thematic concentration. The thematic concentration allows students to choose their elective courses from a list of elective courses offered in the MBA program. To develop a thematic concentration, students develop a plan of study, including courses to be taken and then submit them to the Director of the MBA program for approval.

Thesis

Students may choose a thesis route through the MBA program at Lamar University. MBA students may elect to complete a thesis of at least 6 credit hours total under the guidance of a Thesis Committee. The student is responsible for compliance with all Graduate College rules and procedures, with respect to formation of a thesis Committee and completion of a thesis. **(Available to all MBA students)**

Graduate Faculty

Associate Professor Kakoli Bandyopadyay Management Information Systems	Assistant Professor Lisa McNary Management
Professor Soumava Bandyopadhyay Marketing	Professor Carl B. Montano Economics
Professor Cynthia Barnes Office Administration	Associate Professor Gisele Moss Accounting
Professor Frank J. Cavalier Business Law	Professor Jimmy D. Moss Finance
Professor Jai-Young Choi Economics	Professor Antoinette P. Mulvaney Business Law
Professor Richard A. Drapeau Business Statistics	Professor Donald Price Economics
Assistant Professor Katherine A. Fraccastoro Marketing	Associate Professor Kabir C. Sen Marketing
Professor Lynn Godkin Management	Assistant Professor James L. Slaydon Finance
Professor Charles Hawkins Economics	Assistant Professor Carol Sullivan Accounting
Assistant Professor George Kenyon Management	Professor Marleen R. Swerdlow Business Law
Professor Howell Lynch, Jr. Accounting	Assistant Professor Thomas H. Thompson Finance
Professor Purnendu Mandal Management Information Systems	Associate Professor Celia B. Varick Accounting
Associate Professor Bradley Mayer Management	Professor Enrique R. Venta Management

Business Courses

Accounting (ACCT) courses must be selected from the following list:

- 5200 Financial Accounting Foundations** 2:2:0
An introduction to financial accounting and reporting for graduate students who do not have a background in accounting. The course concentrates on conceptual financial accounting issues that users of accounting information need to understand. Students learn to access and analyze published financial reports. The course does not focus on computational and mechanical details.
Prerequisite: Graduate standing.
- 5330* Advanced Auditing** 3:3:0
Advanced study of the role of auditors as a profession. In depth discussion of professional ethics and liability to clients and other third parties. Study of audit failures, employing the case method. Also, the use of statistical sampling methods in auditing.
Prerequisite: Graduate standing and ACCT 4300.
- 5340* Tax Research** 3:3:0
An extensive examination of the methods employed to determine defensible solutions to problems in federal taxation. Emphasis is placed upon research methodology, proper documentation of research findings and effective communication of research findings to interested parties. The text is supplemented with outside readings and case studies. Significant oral and written reports are required.
Prerequisite: Graduate standing with a minimum of eighteen semester hours of accounting that include ACCT 3380 and ACCT 3390 or their equivalent and six semester hours of Intermediate.
- 5350 Entity Taxation (3)** 3:3:0
Theory and practice of the tax treatment of corporations, partnerships, LLC's, S corporations and estates and trusts.
- 5370 Managerial Accounting** 3:3:0
Application of accounting data in decision making; cost analysis as applied in the development of budgets and standards; accounting as a tool for cost control and pricing; case problems, using the micro-computer as a decision-making tool, which require students to interpret and discuss their analysis in the context of managerial decision-making.
Prerequisite: Graduate standing and ACCT 5200 or equivalent.
- BCOM 5200 Administrative Communications** 2:2:0
Communication theory and practice with emphasis on variables affecting organizational communications. Intrapersonal, organization, and technological dimensions of communications. Specific areas include cultural and international differences in communication; one-to-one, small group and large group communications; formal and informal networks; electronic transmission; business letters and memoranda; and research papers and formal reports.
Prerequisite: Graduate standing.
- BUAL 5200 Statistical Analysis for Decision Making** 2:2:0
Theory and applications of presenting and utilizing data for decision making in business situations. Topics include methods of gathering, presenting, and analyzing quantitative data; probability theory; estimation and tests of hypothesis; simple linear regression/ correlation analysis; classical time series; and other statistical procedures commonly used in business analysis.
Prerequisite: Graduate standing.
- BUAL 5380 Business Research and Quantitative Analysis** 3:3:0
The course focuses on the applications of quantitative techniques to business problems. Topics include problem definition, research design, sampling theory, survey techniques, data collection methods and statistical models.
Prerequisite: Graduate standing and BUAL 5200 and approval of advisor.

**These classes are intended for MBA students pursuing the MBA degree with accounting emphasis.*

Business Law (BULW) courses must be selected from the following list:

- 5200 The Legal Environment of Business** 2:2:0
A survey of the legal environment of business including concepts of legal rules, the legal framework to resolve disputes, a study of the concept of property rights, contracts, commercial paper, agency and employment laws, government regulations of business through administrative agencies, and introduction to international law.
Prerequisite: Graduate standing.
- 5330 Employment Law** 3:3:0
Historical interpretations and present provisions of regulations governing labor. Common law; state and federal statutes; Fair Labor Standards Act; Worker's Compensation; Social Security; liability; United State Department of Labor; social legislation; fair employment practices.

- 5340 Business Ethics** 3:3:0
This course covers any right/wrong actions taken by corporations and covers areas such as business law (e.g. Sarbanes-Oxley), public policy (e.g. SEC guidelines), organizational ethics (e.g. corporate governance) and corporate social responsibility (e.g. obligations to community and stakeholders). Both descriptive and normative models of unethical and ethical decision making in business are analyzed to assist the student as a potential business person to make more informed ethical decisions. Additional reading and cases relevant to the accounting profession are also included.
- 5350 Estate Planning Fundamentals** 3:3:0
A survey of the federal and state laws dealing with the estates of individuals, including living trusts, estate tax-saving trusts, charitable trusts, spendthrift trusts, providing for children, avoiding probate, minimizing estate taxes, second marriages, protecting businesses at death, gifts, wills, and living wills.
Prerequisite: Graduate standing.
- 5360 Environmental Law** 3:3:0
This course covers environmental and health and safety laws that impact business. Attention is given to the economic rationale for government intervention to protect the environment. The course also examines recurring issues in environmental litigation and explores alternative methods of resolving environmental disputes.
- 5390 Special Topics in Business Law** 3:3:0
Intensive investigation of topics in business law. Library and/or laboratory work and conferences with supervising faculty member. May be repeated when area of study differs.
Prerequisite: Graduate standing and approval of advisor.

Business Administration (BUSI) courses must be selected from the following list:

- 5310 Entrepreneurship and Career Strategy** 3:3:0
In this course students will be involved in CareerLeader® and will be assigned a business executive as a mentor. Also students will be enrolled in FastTrac NewVenture® a module used to help aspiring entrepreneurs define and evaluate business concepts, providing a blueprint for identifying the next steps toward entrepreneurial success.
- 5320 Experiential Learning: Leadership and Organizational Change** 3:3:0
This course uses Harvard Publishing Case in Point® to focus on the development of versatile leadership skills important in the effective management of change. Through role playing exercises, video tapes, diagnostic tools, seminar discussion, selected readings, and cases students will learn theory and build interpersonal skills necessary for providing leadership in diverse groups and organizations.
- 5360 Internship** 3:3:0
Using an outside organization or one of the learning institutes within the College, the student must submit a paper with an analysis of their experiential learning, prepare an industry bibliography and write a paper summarizing the tasks and accomplishments encountered within the organization
- 5370 Business Case Writing** 3:3:0
Write a case study with critical evaluation of an organization in action
- 5380 Global Enrichment** 3:3:0
The global enrichment program allows students to increase their interest in other cultures, become less ethnocentric as they become aware of cultural differences, develop language skills within a cultural context and become more culturally sensitive and accepting. Students can make professional contacts, gain a sense of direction for their future career and gain a sense of responsibility in working on a project.
- 5390-5391 Thesis** 3:3:0
Students must be continually enrolled in Thesis each Fall, Spring, and at least once in the Summer, until the thesis is completed.
Prerequisite: Approval of Associate Dean, College of Business. Must complete both for required 6 credits.

Economics (ECON) courses must be selected from the following list:

- 5200 Foundations of Economics** 2:2:0
This is a fast-paced course which discusses both macro and micro economic theory and international economic issues. Macroeconomic topics covered include: inflation, unemployment, fiscal and monetary policy. Microeconomic topics include: demand theory, production and cost theory, price and output determination in markets, demand for and pricing of society's scarce resources.
Prerequisite: Graduate standing.

- 5370 Managerial Economics** 3:3:0
A study in the depth of the principles and techniques of economic analysis applicable to the problems of business management.
Prerequisite: Graduate standing, ECON 5200.
- 5380 The Environment of Business** 3:3:0
A study of business, government, and consumer interaction in the economy. Efficiency concepts for both the private and public sectors; government activities in antitrust, traditional regulation, and new wave regulation; issues in business ethics; and international topics are analyzed.
Prerequisite: Graduate standing, ECON 5200.

Finance (FINC) courses must be selected from the following list:

- 5200 Foundations of Finance** 2:2:0
A survey of the financial management function in private business firms, with emphasis on major financial policy decision issues and the analytical techniques used to assist management in making those decisions.
Prerequisite: ACCT 5200, ECON 5200.
- 5310 Financial Management** 3:3:0
A study of the financial policy of business firms along with the theory supporting that policy. Topics include capital budgeting, capital structure, cost of capital, dividend policy, and management of working capital, as well as the unique international dimensions of the financial policy of multinational firms.
Prerequisite: Graduate standing, FINC 5200 or equivalent.
- 5320 Seminar in Finance** 3:3:0
Study of selected topics reflecting contemporary trends and problems in the field of Finance. The course may be repeated for a maximum of six semester hours when the topic varies.
Prerequisite: Graduate standing, FINC 5310 or consent of instructor.
- 5330 International Finance** 3:3:0
Theory, practice and problems involving international commerce between nations.
- 5340 Investments** 3:3:0
A study of investment alternatives, financial markets, securities, and methods of analysis.
- 5350 Cases in Corporate Finance** 3:3:0
A study of business cases which focus on a variety of financial issues and solutions.

Management (MGMT) courses must be selected from the following list:

- 5210 Foundations of Organizational Behavior** 2:2:0
A study of organizational behavior and management concepts. The course will examine the development of management thought, with special emphasis on motivation, leadership and organizational theories. Topics will include awareness of individual behavior, social interaction, the dynamics of group and intergroup behavior and the effects of the total system of behavior observed with the organization.
Prerequisite: Graduate standing, ECON 5200, ACCT 5200.
- 5220 Operations Management** 2:2:0
This course examines the use of manufacturing and operations as competitive weapons. Production/Operations function and its relationship to marketing, finance, and accounting are described. Global operations, forecasting demand, aggregate planning, inventory planning and control, and scheduling provide the basis for linking strategic plans to the production plan.
Prerequisite: Graduate standing, BUAL 5200.
- 5340 Seminar in Management** 3:3:0
A course designed to give students an integrated approach to management through the application of theory to problem solving situations. Students perform in consulting roles applying management as both science and art. Emphasis is placed on national and international problems and a synergistic effect made to provide positive and applied solutions to actual managerial decisions making.
Prerequisite: Graduate standing, MGMT 5310.
- 5350 Strategic Cases in Services Marketing and Management** 3:3:0
The course focuses on the unique challenges of managing services and delivering quality service to customers. The attraction, retention, and building of strong customer relationships through quality service (and services) are at the heart of the course content. The course is equally applicable to organizations whose core product is service (e.g., banks, transportation companies, hotels, hospitals, educational institutions, professional services, telecommunication, etc.) and to organizations that depend on service excellence for competitive advantage (e.g., high technology manufacturers, automotive, industrial products, etc.). Classroom sessions may consist of a mixture of short lectures, student discussions of material and assignments, case discussions, media presentations, active learning exercises, and guest speakers.

- 5360 Human Resource Management** **3:3:0**
Review of the basic elements of employed performance, with analysis of the factors involved in employment, placement and personnel planning. This course blends theory and practice so the student may better understand the policies and procedures required for recruitment selection and personnel planning.
- 5380 Strategic Management** **3:3:0**
The capstone course for the MBA. The course assumes that the company success depends upon formulation of an astute “game plan” and the ability to implement and execute that game plan proficiently. The purpose of the class is to enable students to “think strategically,” consider the total enterprise, and to make long—term decisions in a global market environment. A prerequisite for the Integrative Case Study.
Prerequisite: Must be in last semester of course work and have approval of advisor.
- 5390 Special Topics in Management** **3:3:0**
Investigation into special areas in management under the direction of a faculty member.
Prerequisite: Graduate Standing and approval of the instructor, department chair, and Associate Dean.

Management Information Systems (MISY) courses must be selected from the following list:

- 5330 Healthcare Information Systems** **3:3:0**
This course addresses issues in the development, integration, and management of health care information systems. Specifically, topics in patient care systems, health care delivery applications, advances in health informatics and telematics, and health information resources management will be discussed.
- 5340 Network Telecommunications** **3:3:0**
The course is designed to provide students with a conceptual foundation for the study of data communications and to expose students to leading edge distributed applications, products, or services that are being used in today’s business and home environments. Both technical and managerial aspects of data communications and networks will be covered. After completion of this course, students should have an extensive knowledge of data communications technology and how it can be used to fulfill organizations’ functional needs.
- 5350 Systems Analysis and Design** **3:3:0**
This course serves two audiences: (1) those who want to be an information systems analyst and (2) those who will be users or managers involved in systems development projects, an active member of a project team, or the client for a system request. Information systems concepts, systems analysis and design methodologies and techniques, and technologies used during the development of information systems will be covered. Students will be exposed to both classic methods (structured analysis and information engineering) and emerging methods (object-oriented analysis and rapid application development) of systems analysis and design. This course particularly focuses on the planning, analysis, and general design phases of the Systems Development Life Cycle.
Prerequisite: Graduate standing and approval of advisor
- 5360 Databases Management Systems** **3:3:0**
This course covers information systems design and implementation within a database management system environment. Students will learn to develop the detailed design and construction of a physical system using database software such as Oracle or MS SQL to implement the logical design of an information system.
- 5390 Current Topics in MIS** **3:3:0**
This course is designed to cover new technologies and current trends in the design, development and implementation of Information Systems in a business environment.

Marketing (MKTG) courses must be selected from the following list:

- 5200 Marketing Concepts** **2:2:0**
Marketing orientation and concepts; marketing programs of domestic and global perspectives in the formulation and development of strategies with regard to price, product, channels of distribution, and promotion of goods and services within an ever-changing environment.
Prerequisite: Graduate standing.
- 5310 Seminar in Marketing** **3:3:0**
An intensive study of specific marketing concepts and theories. Marketing strategies for the national and multinational firms are surveyed. Emphasis is placed on reading from current journals and other related publications.
Prerequisite: Graduate standing, MKTG 5200.
- 5340 International Marketing** **3:3:0**
Analysis and planning of marketing mix on an international scale. The course focuses on the aspects of international marketing such as the international market, the identification of global opportunities and threats, the formulation of international marketing strategy, and the organizations and control of global marketing.
Prerequisite: Graduate standing, MKTG 5200.
- 5350 E-Marketing** **3:3:0**
This course is a comprehensive review of marketing strategies that are enabled and enhanced by rapidly-evolving electronic and interactive media and communication methods. Analysis of current events and business cases involving online marketers is an integral part of the course.