Naveen Jindal School of Management

Master of Business Administration

*53 semester credit hours minimum*

Faculty


**Professor Emeritus:** Dale Osborne

**Clinical Professors:** Abhijit Biswas, Larry Chasteen, David Cordell, Howard Dover, Forney Fleming III, John Gamino, Randall S. Guttery, Charles Hazzard, William Hefley, Ching-Chung Kuo, Sonia Leach, Peter Lewin, Jeffrey Manzi, Divakar Rajamani, Daniel Rajaratnam, Kannan Ramanathan, Rajiv Shah, Mark Thouin, Jeff Weekley, Habte Woldu, Fang Wu, Laurie L. Ziegler

**Associate Professors:** Mehmet Ayvaci, Nina Baranchuk, Norris Bruce, Jianqing Chen, Zhonglan Dai, Rebecca Files, J. Richard Harrison, Dorothée Honhon, Kyle Hyndman, Surya N. Janakiraman, Robert L. Kieschnick Jr., Atanu Lahiri, Jun Li, Ningzhong Li, Livia Markóczy, Amit Mehra, Toyah Miller, Ramachandran (Ram) Natarajan, Naim Bugra Ozel, Orlando C. Richard, Young U. Ryu, Gil Sadka, Jane Salk, Harpreet Singh, Upender Subramanian, Kelsey D. Wei, Han (Victor) Xia, Jun Xia, Ying Xie, Yexiao Xu, Alejandro Zentner, Jieying Zhang, Yuan Zhang, Feng Zhao, Yibin Zhou

**Clinical Associate Professors:** Shawn Alborz, Carolyn Reichert, Avanti P. Sethi

**Assistant Professors:** Emily Choi, Sheen Levine, Meng Li, Radha Mookerjee, Anyan Qi, Alejandro Rivera Mesias, Alessio Saretto, Serdar Simsek, Shaojie Tang, Shervin Tehrani, Christian Von-Drathen, Shouqiang Wang, Steven Xiao, Zhe (James) Zhang, jxl80020

**Clinical Assistant Professors:** Athena Alimirzaei, Moran Blueshtein, Judd Bradbury, Ayfer Gurun, Maria Hasenhuttl, Jeffery (Jeff) Hicks, Revansiddha Khanapure, Liping Ma, Ravi Narayan, Parneet Pahwa, Drew Peabody

**Senior Lecturers:** Frank Anderson, Tiffany A. Bortz, Alexander Edsel, Jackie Kimzey, Chris Linsteadt, Edward Meda, Prithi Narasimhan, Steven Solcher, Luell (Lou) Thompson, Hubert Zydorek

Degree Requirements

The Master of Business Administration (MBA) is a minimum 53 semester credit hours degree program at Naveen Jindal School of Management (JSOM) that prepares students to think, plan and develop
business solutions by utilizing strong analytical problem-solving skills, team oriented approaches, and strategic planning. The School offers four MBA programs: MBA full-time cohort, professional MBA evening cohort, professional MBA flex, and professional MBA online. At the option of the student, a concentration may be developed by taking a set of electives related to an area of interest.

NOTE: The Executive Education area of the Naveen Jindal School of Management offers several distinctive and separate MBA programs, which retain the same set of MBA core courses but have their own set of specific topical electives. These include the Executive MBA (EMBA), the Global Leadership Executive MBA (GLEMBA), the Executive MBA with an emphasis in project management, product lifecycle and supply chain, or organizational behavior and coaching, and the Executive Healthcare Leadership and Management MBA.

To apply for this degree program, an undergraduate degree is required (all majors are considered). Students must maintain a 3.0 grade-point average (GPA) in both core courses and in all graduate courses taken in the degree program, excluding program prerequisites to qualify for the MBA degree. Students can obtain a double MBA and MS degree by taking a 63 semester credit hours (assuming they meet all the degree requirements for both programs).

Prerequisite

Students pursuing the Master of Business Administration (MBA) degree program at the Naveen Jindal School of Management (JSOM) are required to complete the prerequisites OPRE 6303 Quantitative Foundation of Business and MAS 6105 Communications for Management. For OPRE 6303, applicants may request a waiver if they have completed Calculus at the undergraduate or graduate level with a grade of "B" or better. This program prerequisites must be satisfied within the first semester of graduate study as a degree-seeking student. However, for MAS 6105, applicants may request a waiver and this program prerequisite must be satisfied within the first two semesters of graduate study as a degree-seeking student. Degree credit is not earned for program prerequisites, however, the grade achieved in prerequisites will count toward the student's grade-point average (GPA).

Course Requirements

Core Courses: 32 semester credit hours

ACCT 6301 Financial Accounting*
ACCT 6202 Managerial Accounting
BPS 6310 Strategic Management
FIN 6301 Financial Management
IMS 6304 International Business Management
  or IMS 6310 International Marketing
  or IMS 6360 International Strategic Management
  or IMS 6365 Cross-Cultural Communication and Management
MECO 6303 Business Economics
**MIS 6313** Managing IT in the Analytics Age  
**MKT 6301** Marketing Management  
**OB 6301** Organizational Behavior  
**OPRE 6301** Statistics and Data Analysis  
**OPRE 6302** Operations Management

* Non-MBA masters students who have completed **ACCT 6305** who are admitted and decide to enroll in an MBA program will be required to take either **ACCT 6331** or **ACCT 6344** in lieu of **ACCT 6301**. Non-MBA masters students may also substitute **ACCT 6305** in lieu of **ACCT 6202**.

**Elective Courses: 21 semester credit hours**

Students may choose any graduate level courses within JSOM to satisfy the elective requirement based on their interests and focus. Optionally, students are encouraged to develop a concentration within the elective courses. Students cannot include more than 12 semester credit hours of electives in any single functional area (demarcated by the area prefix) beyond the required core courses, without permission from the MBA program director. Students are encouraged to develop their concentration with the help of a faculty member, area coordinator, or the Advising Office.

**Concentrations**

**Accounting:** In today's global and technology-driven environment, managers need skills to effectively analyze accounting information and make value-enhancing decisions. Students may select accounting courses to concentrate in financial analysis, consulting, corporate governance and tax management. This concentration can be further refined to the areas of assurance services, taxation, and internal audit.

**Business Analytics:** A concentration in business analytics covers statistics and econometrics, predictive modeling, decision and optimization (prescriptive) modeling, and data management. Students are prepared for a position within marketing analytics, decision and operations analytics, financial analytics, healthcare analytics, and IT analytics.

**Energy Management:** The energy management concentration will provide students with skills critical to managerial decision making within energy companies, focusing on supply chain, operations, finance, and risk management.

**Finance:** Students can prepare for careers in corporate finance, investment management, or the management of financial institutions. Courses in this area emphasize creative solutions to business financing problems, the development of value maximizing investment and financing strategies, and the analysis and management of fixed income and equity investments. Students may choose to concentrate in either corporate financial planning or the analysis of financial securities and investment portfolios.

**Healthcare Management:** See MBA with Healthcare Concentration section further below.

**Information Technology Management:** Information technology is integral to all business operations and permeates all aspects of modern business and our courses will enable students to fully utilize
information technology to solve business problems and gain strategic advantage. Advanced courses provide skills necessary for the "supply" side of information technology for IT consulting, software management and e-business.

**Innovation and Entrepreneurship:** The concentration in innovation and entrepreneurship prepares students for successful business careers in entrepreneurial new ventures, entrepreneurial finance (venture capital/private equity), or innovation-related roles in mature organizations (product planning, product marketing, product development, more). The concentration allows students to pursue electives in either the new venture focus area or the innovation within the corporation focus area.

**Internal Audit:** Today's job market for individuals in internal audit and risk management is exceptional. A concentration in this area covers internal audit from a broad perspective and addresses review of business processes, technology, governance, ethics, risk assessment and auditing standards, which allows individual to work in any industry or discipline.

**International Management:** In today's global economy, there is a need to develop skills in various international business environments. Students can take a multidisciplinary approach to study international management, with courses in finance, marketing, strategic management, and legal and cross-cultural management. These integrate concepts and theories with international policies and business practices and prepare students to succeed in developing successful international ventures.

**Leadership in Organizations:** The leadership concentration prepares students for management positions through the study of the psychological, sociological and organizational behavior disciplines. The program provides a foundation of leadership theory, building and problem solving in interpersonal work relationships, group dynamics, organizational decision-making and change and ethics.

**Marketing:** Students learn to understand customers' needs and purchase behaviors, how to satisfy those needs, and how to make a profit in competitive industries and markets. Topics include developing an effective marketing strategy, developing new products and managing different brands, and product categories. Students can also acquire expertise in pricing, advertising and promotions, market research, and retailing strategies.

**Real Estate:** The real estate concentration will provide students with both a practical and educational basis to become skilled decision-makers within the industry. This concentration includes courses in real estate finance and capital markets, covering real estate loans, syndication, securitization, regulation, investment and analysis, combining lectures and case studies to explore the sources of real estate value, project feasibility, strategies for financing, and portfolio management while covering market analysis, government approvals, financing and risk assessment.

**Strategic Management:** This concentration focuses on corporate level strategic management, including implementation of strategic designs, top management team leadership, the strategic implications of the social, governmental, technological, and international environments, organization structuring, and strategic alliances. Students will learn how to integrate accounting, finance, economics and organization theory to create sustainable competitive advantage.

**Supply Chain Management:** Students specializing in supply chain management gain an analytical understanding of how to leverage profits by continuously improving business processes. Effective integration of customers, suppliers, factories and stores through the coordination of various functional areas (marketing, finance, procurement) is an important theme. The area emphasizes using incentives, contracts and information technologies to foster efficiency and success.
**Systems Engineering and Management:** The concentration is designed to meet the need for formalized education in design, engineering and management of complex systems involving a large number of interconnected components. It will develop a broad range of engineering and managerial skills that trains students to be managers of large projects that require expertise in both technical and managerial disciplines.

**Master of Business Administration with Healthcare Concentration**

The primary goal of this concentration is to prepare students for leadership positions in healthcare organizations. The healthcare concentration is cross-functional and industry focused. Courses include cases, projects and assignments that are centered on applying management skills to healthcare issues and organizations. Classes are taught by faculty and healthcare executives who bring special expertise and experience to the program.

**Course Requirements**

**Core Courses: 32 semester credit hours**

- **HMGT 6311** Healthcare Financial Accounting
- **ACCT 6202** Managerial Accounting
- **HMGT 6321** Strategic Leadership of Healthcare Organizations
- **FIN 6301** Financial Management
- **IMS 6304** International Business Management
  - or **IMS 6310** International Marketing
  - or **IMS 6360** International Strategic Management
  - or **IMS 6365** Cross-Cultural Communication and Management
- **HMGT 6331** Healthcare Economics
- **HMGT 6323** Healthcare Informatics
- **MKT 6301** Marketing Management
- **OB 6301** Organizational Behavior
- **OPRE 6301** Statistics and Data Analysis
- **HMGT 6325** Healthcare Operations Management

**Elective Courses: 21 semester credit hours**

Students are required to take the following 3 elective courses, in addition to 12 semester credit hours
of master's level courses from HMGT prefix courses offered within JSOM.

**HMGT 6320** American Healthcare System (required elective)

**HMGT 6330** Healthcare Law, Policy and Regulation (required elective)

**HMGT 6V98** Healthcare Internship (required elective)

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