BUSINESS ADMINISTRATION, MASTER OF (M.B.A.)

Program accreditation
Association to Advance Collegiate Schools of Business (http://www.aacsb.edu/)

Program goal
The purpose of the Master of Business Administration program at VCU is to prepare individuals for the responsibilities of management. As students at VCU, individuals will learn the functions and techniques of effective management. The student also will come to understand the environmental and economic factors that affect decision-making in organizations. In short, the student will know what to do as future events unfold that affect his/her firm or organization.

An M.B.A. from VCU benefits students at various points in their careers. Individuals who have recently received their baccalaureate degrees may choose to refine their business skills while their undergraduate training is fresh. Individuals with work experience often find that an M.B.A. is the key to rapid promotion or a career change. Finally, an M.B.A. from VCU meets the needs of students who recognize that the best preparation for an uncertain future is continuous learning.

Student learning outcomes
1. Leadership and teamwork: Students will develop abilities to influence others and collaborate in teams.
2. Communication: Students will recognize the importance of and effectively demonstrate strong communication skills.
3. Analytical thinking: Students will demonstrate the ability to organize and interpret qualitative and quantitative information to make effective decisions.
4. Strategic thinking: Students will demonstrate the ability to apply appropriate conceptual frameworks to lead the organization in setting and meeting its goals and objectives.

VCU Graduate Bulletin, VCU Graduate School and general academic policies and regulations for all graduate students in all graduate programs
The VCU Graduate Bulletin website documents the official admission and academic rules and regulations that govern graduate education for all graduate programs at the university. These policies are established by the graduate faculty of the university through their elected representatives to the University Graduate Council.

It is the responsibility of all graduate students, both on- and off-campus, to be familiar with the VCU Graduate Bulletin as well as the Graduate School website and academic regulations in individual school and department publications and on program websites. However, in all cases, the official policies and procedures of the University Graduate Council, as published on the VCU Graduate Bulletin and Graduate School websites, take precedence over individual program policies and guidelines.

Visit the academic regulations section for additional information on academic regulations for graduate students.

Degree candidacy requirements
A graduate student admitted to a program or concentration requiring a final research project, work of art, thesis or dissertation, must qualify for continuing master’s or doctoral status according to the degree candidacy requirements of the student’s graduate program. Admission to degree candidacy, if applicable, is a formal statement by the graduate student’s faculty regarding the student’s academic achievements and the student’s readiness to proceed to the final research phase of the degree program.

Graduate students and program directors should refer to the following degree candidacy policy as published in the VCU Graduate Bulletin for complete information and instructions.

Visit the academic regulations section for additional information on degree candidacy requirements.

Graduation requirements
As graduate students approach the end of their academic programs and the final semester of matriculation, they must make formal application to graduate. No degrees will be conferred until the application to graduate has been finalized.

Graduate students and program directors should refer to the following graduation requirements as published in the Graduate Bulletin for a complete list of instructions and a graduation checklist.

Visit the academic regulations section for additional information on graduation requirements.

Other information
School of Business policies and procedures for graduate students are available on the school’s website.

Apply online at graduate.admissions.vcu.edu (http://wwwgraduate.admissions.vcu.edu).

Admission requirements

<table>
<thead>
<tr>
<th>Degree</th>
<th>Semester(s) of entry</th>
<th>Deadline dates</th>
<th>Test requirements</th>
</tr>
</thead>
<tbody>
<tr>
<td>M.B.A.</td>
<td>Fall</td>
<td>Jul 1</td>
<td>GMAT or GRE*</td>
</tr>
<tr>
<td></td>
<td>Spring</td>
<td>Nov 1</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Summer</td>
<td>Mar 1</td>
<td></td>
</tr>
</tbody>
</table>

In addition to the general admission requirements of the VCU Graduate School (http://bulletin.vcu.edu/graduate/study/admission-graduate-study/admission-requirements/), applicants to the master’s program in business administration must submit an up-to-date resume.

*Test requirements may be waived. Waiver request information can be found on the Graduate Studies in Business webpage.

Degree requirements
In addition to the VCU Graduate School graduation requirements (http://bulletin.vcu.edu/academic-regs/grad/graduation-info/), students in the M.B.A. program must complete a minimum of 45 graduate credit hours. In addition, a prerequisite course in precalculus is required. This prerequisite may be waived for students who present satisfactory equivalent preparation. Applicants who have not met this prerequisite may take the course after admission.
Students are expected to enter the program with basic computing proficiency. Specific expectations will be provided by the Graduate Studies in Business Office. Specific means of evaluating and correcting any deficiency also will be identified.

Curriculum requirements
The curriculum for the M.B.A. program is flexible and is designed for students with diverse undergraduate backgrounds. Students may elect an M.B.A. without a concentration or may choose an M.B.A. with a single or double concentration. Students may also pursue a dual degree with one of the school's specialized master's degree programs; specific opportunities and shared courses are outlined below the standard curriculum.

Most classes are held in the evening to accommodate working students' schedules. Classes typically meet one evening a week from 7 to 9:40 p.m. or twice a week in the early evening from 5:30 to 6:45 p.m. For additional information about the program, visit the MBA options section (https://business.vcu.edu/academics/mba-options/) of the School of Business website.

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACCT 507</td>
<td>Fundamentals of Accounting</td>
<td>3</td>
</tr>
<tr>
<td>ACCT 608</td>
<td>Managerial Accounting Concepts</td>
<td>3</td>
</tr>
<tr>
<td>ECON 610</td>
<td>Managerial Economics</td>
<td>3</td>
</tr>
<tr>
<td>FIRE 520</td>
<td>Financial Concepts of Management</td>
<td>3</td>
</tr>
<tr>
<td>FIRE 623</td>
<td>Financial Management</td>
<td>3</td>
</tr>
<tr>
<td>INFO 661</td>
<td>Information Systems for Managers</td>
<td>3</td>
</tr>
<tr>
<td>INFO 664</td>
<td>Information Systems for Business Intelligence</td>
<td>3</td>
</tr>
<tr>
<td>MGMT 641</td>
<td>Leading People and Organizations</td>
<td>3</td>
</tr>
<tr>
<td>MGMT 642</td>
<td>Business Policy and Strategy</td>
<td>3</td>
</tr>
<tr>
<td>MKTG 671</td>
<td>Marketing Management</td>
<td>3</td>
</tr>
<tr>
<td>SCMA 524</td>
<td>Statistical Fundamentals for Business Management</td>
<td>3</td>
</tr>
<tr>
<td>SCMA 675</td>
<td>Operations Management</td>
<td>3</td>
</tr>
</tbody>
</table>

Electives
Select three of the following: 9

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>ECON 612</td>
<td>Econometrics</td>
<td></td>
</tr>
<tr>
<td>ECON 617</td>
<td>Financial Markets</td>
<td></td>
</tr>
<tr>
<td>ECON 641</td>
<td>Econometric Time-series Analysis</td>
<td></td>
</tr>
<tr>
<td>ECON 642</td>
<td>Panel and Nonlinear Methods in Econometrics</td>
<td></td>
</tr>
<tr>
<td>ECON 697</td>
<td>Guided Study in Economics</td>
<td></td>
</tr>
<tr>
<td>ENVS 691</td>
<td>Topics in Environmental Studies</td>
<td></td>
</tr>
<tr>
<td>FIRE 610</td>
<td>Financial Modeling and Analysis</td>
<td></td>
</tr>
<tr>
<td>FIRE 621</td>
<td>Cases in Financial Management</td>
<td></td>
</tr>
<tr>
<td>FIRE 622</td>
<td>Financial Management of Financial Institutions</td>
<td></td>
</tr>
<tr>
<td>FIRE 626</td>
<td>Risk Management</td>
<td></td>
</tr>
<tr>
<td>FIRE 627</td>
<td>Real Estate Development</td>
<td></td>
</tr>
<tr>
<td>FIRE 629</td>
<td>Cases in Real Estate</td>
<td></td>
</tr>
<tr>
<td>FIRE 635</td>
<td>Investments and Security Analysis</td>
<td></td>
</tr>
<tr>
<td>FIRE 638</td>
<td>Real Property Investment Law</td>
<td></td>
</tr>
<tr>
<td>FIRE 639</td>
<td>International Finance</td>
<td></td>
</tr>
<tr>
<td>FIRE 650</td>
<td>Derivatives</td>
<td></td>
</tr>
<tr>
<td>FIRE 654</td>
<td>Short-term Financial Management</td>
<td></td>
</tr>
<tr>
<td>FIRE 658</td>
<td>Real Estate Finance and Investments</td>
<td></td>
</tr>
<tr>
<td>INFO 609</td>
<td>Data-centric Re-engineering Analysis/Planning</td>
<td></td>
</tr>
<tr>
<td>INFO 610</td>
<td>Analysis and Design of Database Systems</td>
<td></td>
</tr>
<tr>
<td>INFO 611</td>
<td>Data Re-engineering</td>
<td></td>
</tr>
<tr>
<td>INFO 614</td>
<td>Data Mining</td>
<td></td>
</tr>
<tr>
<td>INFO 620</td>
<td>Data Communications</td>
<td></td>
</tr>
<tr>
<td>INFO 630</td>
<td>Systems Development</td>
<td></td>
</tr>
<tr>
<td>INFO 632</td>
<td>Business Process Engineering</td>
<td></td>
</tr>
<tr>
<td>INFO 641</td>
<td>Strategic Information Systems Planning</td>
<td></td>
</tr>
<tr>
<td>INFO/CISS 644</td>
<td>Principles of Computer and Information Systems Security</td>
<td></td>
</tr>
<tr>
<td>INFO 658</td>
<td>Securing the Internet of Things</td>
<td></td>
</tr>
<tr>
<td>INFO 691</td>
<td>Topics in Information Systems</td>
<td></td>
</tr>
<tr>
<td>INFO 697</td>
<td>Guided Study in Information Systems</td>
<td></td>
</tr>
<tr>
<td>MGMT 654</td>
<td>Negotiations</td>
<td></td>
</tr>
<tr>
<td>MGMT 655</td>
<td>Entrepreneurship</td>
<td></td>
</tr>
<tr>
<td>MGMT 691</td>
<td>Topics in Management</td>
<td></td>
</tr>
<tr>
<td>MGMT 697</td>
<td>Guided Study in Management</td>
<td></td>
</tr>
<tr>
<td>MKTG 656</td>
<td>International Marketing</td>
<td></td>
</tr>
<tr>
<td>MKTG 657</td>
<td>Market Planning Project</td>
<td></td>
</tr>
<tr>
<td>MKTG 672</td>
<td>Influencing Consumer Behavior</td>
<td></td>
</tr>
<tr>
<td>MKTG 673</td>
<td>Marketing Research</td>
<td></td>
</tr>
<tr>
<td>MKTG 674</td>
<td>Service Quality Management</td>
<td></td>
</tr>
<tr>
<td>MKTG 675</td>
<td>Digital Marketing</td>
<td></td>
</tr>
<tr>
<td>MKTG 678</td>
<td>Marketing Analytics</td>
<td></td>
</tr>
<tr>
<td>MKTG 679</td>
<td>Brand Strategy</td>
<td></td>
</tr>
<tr>
<td>MKTG 691</td>
<td>Topics in Marketing</td>
<td></td>
</tr>
<tr>
<td>MKTG 693</td>
<td>Field Project in Marketing</td>
<td></td>
</tr>
<tr>
<td>MKTG 697</td>
<td>Guided Study in Marketing</td>
<td></td>
</tr>
<tr>
<td>SCMA 602</td>
<td>Global Supply Chain Management</td>
<td></td>
</tr>
<tr>
<td>SCMA 603</td>
<td>SAP ERP and Supply Chain Management</td>
<td></td>
</tr>
<tr>
<td>SCMA 606</td>
<td>Supply Chain Innovation</td>
<td></td>
</tr>
<tr>
<td>SCMA 632</td>
<td>Statistical Analysis and Modeling</td>
<td></td>
</tr>
<tr>
<td>SCMA 643</td>
<td>Applied Multivariate Methods (must have completed SCMA 632)</td>
<td></td>
</tr>
<tr>
<td>SCMA 645</td>
<td>Advanced Decision Analytics</td>
<td></td>
</tr>
<tr>
<td>SCMA 648</td>
<td>Business Data Analytics</td>
<td></td>
</tr>
<tr>
<td>SCMA 669</td>
<td>Developing and Implementing Forecasting Methods for Business</td>
<td></td>
</tr>
<tr>
<td>SCMA 677</td>
<td>Quality Management and Six Sigma</td>
<td></td>
</tr>
</tbody>
</table>

Total Hours 45

The minimum total of graduate credit hours required for this degree is 45.

Dual degree opportunities
Students have the opportunity to combine the M.B.A. as a dual degree with a specialized master's degree program and have 12 credit hours count toward both degree programs.
Students may apply to the specialized degree program at the same time as the M.B.A. program application or at anytime while pursuing the M.B.A., but no later than the final M.B.A. semester. Pursuing a dual degree allows students to count M.B.A. elective courses, plus one core course, toward both degree programs. Adding a specialized master’s degree provides students with a deep dive into another specialty area, adding to the generalist M.B.A. knowledge.

### For students pursuing the M.B.A. dual degree with the Master of Accountancy

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACCT 604</td>
<td>Advanced Auditing</td>
<td>3</td>
</tr>
<tr>
<td>ACCT 610</td>
<td>Forensic Accounting</td>
<td>3</td>
</tr>
<tr>
<td>ACCT 662</td>
<td>Advanced Topics in Accounting</td>
<td>3</td>
</tr>
<tr>
<td>INFO 661</td>
<td>Information Systems for Managers (fulfills elective requirement in the M.A.)</td>
<td>3</td>
</tr>
</tbody>
</table>

### For students pursuing the M.B.A. dual degree with the Master of Economics

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>ECON 604</td>
<td>Advanced Microeconomic Theory</td>
<td>3</td>
</tr>
<tr>
<td>ECON 607</td>
<td>Advanced Macroeconomic Theory</td>
<td>3</td>
</tr>
<tr>
<td>ECON 612</td>
<td>Econometrics</td>
<td>3</td>
</tr>
<tr>
<td>FIRE 623</td>
<td>Financial Management (fulfills elective requirement in the M.A.)</td>
<td>3</td>
</tr>
</tbody>
</table>

### For students pursuing the M.B.A. dual degree with the Master of Decision Analytics

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>INFO 610</td>
<td>Analysis and Design of Database Systems</td>
<td>3</td>
</tr>
<tr>
<td>SCMA 632</td>
<td>Statistical Analysis and Modeling</td>
<td>3</td>
</tr>
<tr>
<td>SCMA 645</td>
<td>Advanced Decision Analytics</td>
<td>3</td>
</tr>
<tr>
<td>SCMA 675</td>
<td>Operations Management (fulfills elective requirement in the M.D.A.)</td>
<td>3</td>
</tr>
</tbody>
</table>

### For students pursuing the M.B.A. dual degree with the Master of Product Innovation

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>INNO 501</td>
<td>Arts Principles for Product Innovation</td>
<td>3</td>
</tr>
<tr>
<td>INNO 590</td>
<td>da Vinci Project</td>
<td>3</td>
</tr>
<tr>
<td>INNO 600</td>
<td>Integrative Design Studio</td>
<td>3</td>
</tr>
<tr>
<td>INFO 661</td>
<td>Information Systems for Managers (fulfills requirement for INNO 503 in the M.Pl.)</td>
<td>3</td>
</tr>
</tbody>
</table>

### For students pursuing the M.B.A. dual degree with the Master of Science in Business with a concentration in finance

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>FIRE 621</td>
<td>Cases in Financial Management</td>
<td>3</td>
</tr>
<tr>
<td>FIRE 622</td>
<td>Financial Management of Financial Institutions</td>
<td>3</td>
</tr>
<tr>
<td>FIRE 623</td>
<td>Financial Management</td>
<td>3</td>
</tr>
<tr>
<td>FIRE 625</td>
<td>Group Insurance and Pension Planning</td>
<td>3</td>
</tr>
</tbody>
</table>

### For students pursuing the M.B.A. dual degree with the Master of Science in Business with a concentration in global marketing management

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>MGMT 642</td>
<td>Business Policy and Strategy</td>
<td>3</td>
</tr>
<tr>
<td>MKTG 656</td>
<td>International Marketing</td>
<td>3</td>
</tr>
<tr>
<td>MKTG 657</td>
<td>Market Planning Project</td>
<td>3</td>
</tr>
<tr>
<td>MKTG 671</td>
<td>Marketing Management</td>
<td>3</td>
</tr>
</tbody>
</table>

### For students pursuing the M.B.A. dual degree with the Master of Science in Business with a concentration in real estate

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>FIRE 623</td>
<td>Financial Management (fulfills elective requirement in the M.S.)</td>
<td>3</td>
</tr>
<tr>
<td>FIRE 627</td>
<td>Real Estate Development</td>
<td>3</td>
</tr>
<tr>
<td>FIRE 629</td>
<td>Cases in Real Estate</td>
<td>3</td>
</tr>
<tr>
<td>FIRE 638</td>
<td>Real Property Investment Law</td>
<td>3</td>
</tr>
</tbody>
</table>

### For students pursuing the M.B.A. dual degree with the Master of Supply Chain Management

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>SCMA 602</td>
<td>Global Supply Chain Management</td>
<td>3</td>
</tr>
<tr>
<td>SCMA 603</td>
<td>SAP ERP and Supply Chain Management</td>
<td>3</td>
</tr>
<tr>
<td>SCMA 606</td>
<td>Supply Chain Innovation</td>
<td>3</td>
</tr>
<tr>
<td>SCMA 675</td>
<td>Operations Management</td>
<td>3</td>
</tr>
</tbody>
</table>

### For students pursuing the M.B.A. dual degree with the Master of Science in Information Systems

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>INFO 610</td>
<td>Analysis and Design of Database Systems</td>
<td>3</td>
</tr>
<tr>
<td>INFO 620</td>
<td>Data Communications</td>
<td>3</td>
</tr>
<tr>
<td>INFO 630</td>
<td>Systems Development</td>
<td>3</td>
</tr>
<tr>
<td>INFO 661</td>
<td>Information Systems for Managers</td>
<td>3</td>
</tr>
</tbody>
</table>

Students may not apply both INFO 661 and INFO 640 toward degree requirements.

### For students pursuing the M.B.A. dual degree with the Master of Sport Leadership

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>SPTL 603</td>
<td>Research Methods in Sport</td>
<td>3</td>
</tr>
<tr>
<td>SPTL 630</td>
<td>Sociology of Sport</td>
<td>3</td>
</tr>
<tr>
<td>SPTL 632</td>
<td>Sport Business</td>
<td>3</td>
</tr>
<tr>
<td>SPTL 633</td>
<td>Marketing of Sport</td>
<td>3</td>
</tr>
<tr>
<td>SPTL 603</td>
<td>will also satisfy the M.B.A. SCMA 524 requirement.</td>
<td></td>
</tr>
</tbody>
</table>

For students pursuing the combined programs mentioned above, these courses fulfill the nine credits of electives for the M.B.A. program.

### Electives and concentrations

Project courses (693), topics courses (691) and guided studies (697) may be available for use toward concentration electives. These courses must be preapproved by the director of graduate studies.

Courses at the 500- or 600-level taken outside of the School of Business may be used with the permission of the director of graduate studies.
in business. Students must satisfy the necessary prerequisites for all electives.

**Contact**
Austen Gouldman
gouldmana@vcu.edu
(804) 828-4622

**Additional contact**
Robert Clarkson
Program manager
rjpmcquaid@vcu.edu rmclarkson@vcu.edu
(804) 828-1597

**Additional contact**
Graduate Studies in Business
gsib@vcu.edu
(804) 828-4622

**Program website:** business.vcu.edu/academics/mba-options (https://business.vcu.edu/academics/mba-options/)