FIVE-YEAR MASTER OF BUSINESS ADMINISTRATION COLLABORATIVE AGREEMENT

THE HARRY F. BYRD, JR. SCHOOL OF BUSINESS AT SHENANDOAH UNIVERSITY & LORD FAIRFAX COMMUNITY COLLEGE

ADOPTED: September 2013
UPDATED: February 1, 2015
Purpose:
The purpose of this comprehensive collaboration agreement between Lord Fairfax Community College and the Harry F. Byrd, Jr. School of Business at Shenandoah University is to create a “seamless web” of joint programs and services for students who choose to attend both institutions. It is in the best interest to minimize barriers and maximize student access. This program will provide its participants a seamless transition from Associate’s Degree to Master of Business Administration Degree within five calendar years. The specific objectives of the collaborative agreement are to (1) better inform students of their many options as they consider attending both institutions, (2) enhance the process by which students are admitted into and transfer between the two institutions, (3) achieve increased effectiveness and student service by considering joint programs and services offered at both institutions that benefit the shared student body, and (4) undertake shared leadership initiatives to better serve the economic and other community needs of the broader region.

Background:
The Byrd School of Business at Shenandoah University and Lord Fairfax Community College has enjoyed a very positive relationship evidenced with the acceptance of many Lord Fairfax students via transfer into the Byrd School of Business. The model of higher education is ever-changing and the call is for greater collaboration between institutions, as well as improved programmatic and service articulations that make the student transition from one institution to the other smooth and productive. As our institutions work together, each will continue to play its distinctive role yet much of the creativity and improvement in educational offerings and services for the common student body will occur where the work of both institutions is designed to merge and blend in a quality manner.

Process:
Administrative and faculty leaders from Lord Fairfax and the Byrd School of Business, with endorsement and guidance from their respective presidents, will meet and confer to improve curricular and student service articulations to benefit the students who choose to attend both institutions. In addition, as matters of joint collaboration are completed, written agreements will be prepared, signed, and included in the public information releases of both institutions, including hard copy publications and electronic media. All new information being released will be shared in advance between the public information offices of the two institutions.
Communication & Terms of Agreement:

1. The Harry F. Byrd, Jr. School of Business at Shenandoah University will keep Lord Fairfax Community College continually advised of any changes in pre-requisites or other requirements for transfer into the Bachelor of Business Administration degree program and subsequently Master of Business Administration degree program. Lord Fairfax Community College will also communicate changes to curriculum requirements for the Associate of Arts Degree in Business Administration to the Harry F. Byrd, Jr. School of Business.

2. The Harry F. Byrd, Jr. School of Business at Shenandoah University will keep Lord Fairfax Community College continually advised of additional opportunities for prospective students, such as information sessions, etc.

3. Students wishing to participate in this agreement will sign a letter of intent (see Appendix 9) while enrolled at Lord Fairfax Community College. The letter of intent will allow for proper preparation and orientation of students. It will also provide for the waiving of Shenandoah University application fees for both undergraduate admission and graduate admission. Students who sign the letter of intent will also be provided with a twenty percent (20%) reduction in graduate school tuition.

4. This agreement will go into effect for those Lord Fairfax Community College students transferring to the Harry F. Byrd, Jr. School of Business at Shenandoah University at the start of the 2014-15 academic year to include all subsequent updates and remain in effect until terminated by either party upon written notice to the other party of an intention to terminate. Such notice will be effective only if given 180 days prior to the intended date of termination. In the event that this agreement is terminated, the terms of the agreement contained herein will remain in effect for a minimum of three years.

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SHENANDOAH UNIVERSITY

________________________________________  _______________________
Miles K. Davis, Dean                                      Date
Harry F. Byrd, Jr. School of Business

________________________________________  _______________________
Adrienne Bloss, Vice-President of Academic Affairs                     Date

________________________________________  _______________________
Tracy Fitzsimmons, President                                      Date

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LORD FAIRFAX COMMUNITY COLLEGE

________________________________________  _______________________
Chris Coutts, Vice-President, Academics & Student Affairs                     Date

________________________________________  _______________________
Cheryl Thompson-Stacy, President                                     Date
Articulation Agreement

Purpose:
The purpose of this articulation agreement is to assist students at various levels of higher education to achieve their educational goals in an efficient and timely way. The specific objectives are to (1) inform students of the partnership between Lord Fairfax Community College and the Harry F. Byrd, Jr. School of Business at Shenandoah University that results in the student achieving an Associate of Arts & Science in Business Administration from Lord Fairfax and both a Bachelor of Business Administration degree and Master of Business Administration degree from Shenandoah University; (2) enhance the process by which students are admitted into and transfer between two institutions; (3) achieve increased effectiveness and student service by considering joint programs and services offered at both institutions that benefit the shared body; and (4) undertake shared leadership to better serve community needs.

Elements of the Agreement

Section A:
The following is the suggested curriculum outline and advising guide for students pursuing an AA & S-BA from LFCC with the intention of transferring to BSB-SU for completion of the BBA in four years followed with completion of the MBA at the end of the fifth calendar year. The courses listed in the following table will be completed at LFCC prior to transfer to BSB-SU.

<table>
<thead>
<tr>
<th>LFCC Course</th>
<th>Shenandoah University Equivalent</th>
</tr>
</thead>
<tbody>
<tr>
<td>ENG 111 – College Composition I</td>
<td>ENG 101 – Composition</td>
</tr>
<tr>
<td>HIS 111 – History of World Civ I (or HIS 121)</td>
<td>HIS 101 – World Civilizations I (or HIS 103)</td>
</tr>
<tr>
<td>MTH 163 – Pre-Calculus I</td>
<td>MATH 101</td>
</tr>
<tr>
<td>SDV 100 – College Success Skills</td>
<td>Free-Elective</td>
</tr>
<tr>
<td>Science w/ Laboratory</td>
<td></td>
</tr>
<tr>
<td>Elective2</td>
<td></td>
</tr>
<tr>
<td>ENG 112 – College Composition II</td>
<td>English Elective</td>
</tr>
<tr>
<td>HIS 112 – History of World Civ II (or HIS 122)</td>
<td>HIS 102 – World Civilizations II (or HIS 104)</td>
</tr>
<tr>
<td>MTH 271 – Applied Calculus I</td>
<td>MATH 201</td>
</tr>
<tr>
<td>Science w/ Laboratory3</td>
<td></td>
</tr>
<tr>
<td>PED/HLT4</td>
<td></td>
</tr>
<tr>
<td>ACC 211 – Principles of Accounting I</td>
<td>BA 211 – Principles of Accounting I</td>
</tr>
<tr>
<td>CST 100/101 – Prin. of Public Speaking</td>
<td>MCOM 150 – Prin. of Public Speaking</td>
</tr>
<tr>
<td>ECO 201 – Principles of Macroeconomics</td>
<td>EC 211 – Principles of Macroeconomics</td>
</tr>
<tr>
<td>ENG 241, 243, or 251</td>
<td>ENG-Elective (applies to all 3)</td>
</tr>
<tr>
<td>ITE 115 – Intro. to Computer Applications &amp; Concepts</td>
<td>IST 204 – Computer Applications in Business Analysis</td>
</tr>
<tr>
<td>ACC 212 – Principles of Accounting II</td>
<td>BA 212 – Principles of Accounting II</td>
</tr>
</tbody>
</table>

1 Science equivalencies are listed in detail in Appendix 2.
2 Equivalency will be based upon course taken.
3 See Footnote 1.
4 See Footnote 2.
BSB-SU/LFCC Collaborative Agreement

<table>
<thead>
<tr>
<th>Course (ECO 202)</th>
<th>Equivalent Course (EC 212)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Principles of Microeconomics</td>
<td>Principles of Microeconomics</td>
</tr>
<tr>
<td>ENG 242, 244, or 252</td>
<td>ENG-Elective (applies to all 3)</td>
</tr>
<tr>
<td>Approved Humanities Elective</td>
<td>MATH 207 – Introduction to Statistics</td>
</tr>
<tr>
<td>MTH 240 – Statistics (or) BUS 220 – Intro. to Business Statistics</td>
<td>BA 203 – Statistics &amp; Data Analysis for Business</td>
</tr>
</tbody>
</table>

Notes:
1. Shenandoah University will accept up to 90 credits for transfer but per the Byrd School of Business Guidelines, no more than sixty (60) of the above credits will be applied to the Bachelor of Business Administration Degree. The university will award credit for those courses not counting towards the degree and will list them as “Other Courses”
2. The suggested course plan for completion of the above courses at LFCC may be found in Appendix 1 for students beginning the program prior to the fall of 2014 and Appendix 2 for students beginning in the fall of 2014 or later.
3. If a student graduates with the Associate of Arts & Sciences in Business Administration degree, other General Education requirements are waived per Shenandoah University policy.
4. If a student does not require MTH 163 at Lord Fairfax Community College based upon Placement Exam score, MTH 271 will be accepted for MATH 101 for purposes of General Education Domain 3.
5. CLEP Examinations honored by LFCC will also be honored by BSB-SU and accepted as transfer credit.
6. Students who participate in this program must maintain a 3.0 GPA in order to transfer to Shenandoah University with the intention of pursuing the BBA & MBA Degrees at BSB-SU.
7. Students MUST earn a grade of “C-” or better in most courses per Shenandoah University policy for successful transfer of credits.
8. Students will enter BSB-SU with junior-level standing.

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5 See Footnote 2.
6 Accepted by Shenandoah University as MATH 207, which the Harry F. Byrd, Jr. School of Business will accept as BA 203 – Statistics & Data Analysis for Business.
Section B:
Upon completion of the Associate of Arts & Sciences Degree in Business Administration, students participating in this program enter the Harry F. Byrd, Jr. School of Business to complete the Bachelor of Business Administration Degree. Students may complete a Bachelor of Business Administration with or without a specified concentration. A list of available concentrations and their course requirements may be found in Appendix 3. The following list includes the requirements that students participating in this agreement MUST complete at Shenandoah University. A suggested course sequence may be found in Appendix 4 for those students working to achieve the Bachelor of Business Administration Degree with or without an applied concentration. This sequence may be adjusted under the guidance of the student’s faculty advisor to best accommodate the needs student in completing the chosen concentration when applicable.

Student Course Requirements at Shenandoah University:

Non-Business Elective – 1-3 cr. course³
BBA Core Requirements⁸ as listed below (11-3 cr. courses):
• BA 302 Quantitative Methods
• BA 303 Legal Environment of Business
• BA 307 Introduction to Management & Organizational Behavior
• BA 310 Introduction to MIS & E-Commerce
• BA 330 Introduction to Finance
• BA 360 Introduction to Marketing
• BA 395 Production, Supply Chain, & Distribution Management
• MCOM 350 Business & Professional Communication
• EC 450 International Economics
• BA 453 Human Resource Management & Business Ethics
• BA 490 Business Policy & Strategy

Supporting BBA Electives – 8-3 cr. courses:
• Courses must have a BA, EC, IST, or SM prefix and not be considered part of the core curriculum.
• No more than two (2) 3-credit courses may be at the 100-200 levels.
• Courses related to a specific concentration are considered Supporting BBA Electives.
• One 3-credit course must meet the Byrd School of Business Experiential Learning requirement. A list of course options meeting this requirement may be found in Appendix 5.

Section C:
Students participating in this program will begin the Master of Business Administration Degree the summer immediately following completion of the Bachelor of Business Administration Degree. Students will complete the following course work over three semesters taking 12 credits each semester. A recommended course plan is available in Appendix 6. This course plan is a suggestion and can be modified with the guidance of the MBA Advisor to best accommodate the needs of the student.

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³ If the student did not complete a Psychology or Sociology course at LFCC, the course will need to meet that criterion when taken at SU. Otherwise, the student may take any course that does not have a BA, EC, IST, or SM prefix.
⁸ These courses are required for all business students in all majors.
MBA Curriculum

Foundational Courses:
- ACCT 501 Foundations of Accounting
- BAFI 502 Foundations of Finance
- ECN 501 Foundations of Economics
- MKT 502 Foundations of Marketing
- QM 501 Foundations of Analytics

NOTE: These should not be required of any student in this program, as the requisite undergraduate course work will have been completed. However, if a grade below a “C” was received in any one of the undergraduate equivalents, the student may be required to take a foundational course or complete a placement exam. The required undergraduate courses are listed in Appendix 7.

Core Requirements:
- ACCT 511 Accounting for Decision Making and Control
- BAFI 517 Financial Management
- ECN 512 Business Forecasting
- ECN 514 International Economic Analysis
- MGT 513 Organizational Structure & Behavior
- MGT 535 Human Resource Management, Employment Law & Ethics
- MIS 514 Decision Sciences & MIS
- MKT 511 Marketing Theory & Practice
- SCM 530 Operations & Supply Chain Management
- MGT 611 Integrative Management

Elective Course Work:
- The student will complete Nine (9) credits (typically three classes) of elective work.
- Three of these credits (one course) will be “Restricted” in nature and must be taken from a designated list of courses. This list may be found in Appendix 8.
APPENDICES

Appendix 1 – LFCC Course Sequence (Students in program prior to Fall 2014):

First Semester:
ENG 111    College Composition I    3
HIS 111    History of World Civ I    3
              (or HIS 121)
MTH 163    Pre-Calculus I    3
SDV 100    College Success Skills
             Science w/ Lab    4
             Elective    3

Second Semester:
ENG 112    College Composition II    3
HIS 112    History of World Civ II    3
              (or HIS 122)
MTH 271    Applied Calculus I    3
PED/HLT    Phys Ed or Health
             Science w/ Lab    4

Third Semester:
ACC 211    Principles of Accounting I    3
CST 100/101    Principles of Public Speaking    3
ECO 201    Principles of Macroeconomics    3
ENG    Literature I
              (ENG 241, 243, or 251)
ITE 115    Intro. to Comp. Apps & Concepts    3

Fourth Semester:
ACC 212    Principles of Accounting II    3
ECO 202    Principles of Microeconomics    3
ENG    Literature II
              (ENG 242, 244, or 252)
          Approved Humanities Elective\(^9\)    3
MTH 240    Statistics\(^{10}\)    3

\(^9\) A Psychology or Sociology course is recommended but not required. A foreign language would be recommended for students interested in a concentration in International Business.

\(^{10}\) Or BUS 220 – Intro to Business Statistics
Appendix 2 – LFCC Course Sequence (Students beginning program in Fall 2014):

**First Semester:**
- ACC 211 Principles of Accounting I 3
- BUS 100 Introduction to Business 3
- ENG 111 College Composition I 3
- HIS History Elective\(^{11}\) 3
- ITE 115 Intro. to Comp. Apps & Concepts\(^{12}\) 3
- SDV 100 College Success Skills 1

**Second Semester:**
- ACC 212 Principles of Accounting II 3
- ENG 112 College Composition II 3
- MTH 163 Pre-Calculus I 3
  (or MTH 271 or 173)
- PED/HLT Phys Ed or Health 1
  Approved Humanities Elective\(^{13}\) 3

**Third Semester:**
- CST Communication Elective\(^{14}\) 3
- ECO 201 Principles of Macroeconomics 3
  Approved Transfer Elective 3
- MTH 271 Applied Calculus 1 3
  (or MTH 272 or 174)
  Science w/ Lab 4

**Fourth Semester:**
- ECO 202 Principles of Microeconomics 3
- MTH 240 Statistics\(^{15}\) 3
  Approved Transfer Elective 3
- ENG Literature Elective 3
  Science w/ Lab 4

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\(^{11}\) As approved by Lord Fairfax Community College on page 40 of the 2014-15 Catalog.

\(^{12}\) ITE 120 may be taken instead.

\(^{13}\) A Psychology or Sociology course is recommended but not required. A foreign language would be recommended for students interested in a concentration in International Business.

\(^{14}\) CST 100 or 110 recommended however courses found on page 40 of the 2014-15 Catalog are allowed.

\(^{15}\) Or BUS 220 – Intro to Business Statistics
Appendix 3 – Science Course Equivalencies:

The following list provides the Shenandoah University course equivalencies for science course work completed at Lord Fairfax Community College.

<table>
<thead>
<tr>
<th>LFCC Course</th>
<th>Shenandoah University Equivalency</th>
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</thead>
<tbody>
<tr>
<td>BIO 101 – General Biology I</td>
<td>BIO 121 – General Biology I</td>
</tr>
<tr>
<td>BIO 102 – General Biology II</td>
<td>BIO 122 – General Biology II</td>
</tr>
<tr>
<td>BIO 106 – Life Science</td>
<td>BIO 105 – The Natural World</td>
</tr>
<tr>
<td>BIO 141 – Human Anat &amp; Physiology I</td>
<td>BIO 231 – Human Anat &amp; Physiology I</td>
</tr>
<tr>
<td>BIO 142 – Human Anat &amp; Physiology II</td>
<td>BIO 232 – Human Anat &amp; Physiology II</td>
</tr>
<tr>
<td>BIO 150 – Introductory Microbiology</td>
<td>BIO 260 – Microbiology</td>
</tr>
<tr>
<td>CHM 101 – General Chemistry I</td>
<td>CHEM 105 – Chemistry &amp; Society</td>
</tr>
<tr>
<td>CHM 102 – General Chemistry II</td>
<td></td>
</tr>
<tr>
<td>CHM 111 – College Chemistry I</td>
<td>CHEM 121 – General Chemistry I</td>
</tr>
<tr>
<td>CHM 112 – College Chemistry II</td>
<td>CHEM 122 – General Chemistry II</td>
</tr>
<tr>
<td>GOL 105 – Physical Geology</td>
<td>GEOL 201 – Geology</td>
</tr>
<tr>
<td>PHY 101 – Introduction to Physics I</td>
<td>PHYS 105 – The Physical Universe</td>
</tr>
<tr>
<td>PHY 201 – General College Physics I</td>
<td>PHYS 111 – College Physics I</td>
</tr>
<tr>
<td>PHY 202 – General College Physics II</td>
<td>PHYS 112 – College Physics II</td>
</tr>
<tr>
<td>PHY 241 – University Physics I</td>
<td>PHYS 121 – General Physics I</td>
</tr>
<tr>
<td>PHY 242 – University Physics II</td>
<td>PHYS 122 – General Physics II</td>
</tr>
</tbody>
</table>
Appendix 4 – Byrd School of Business Concentrations:

The following are the concentrations available to students completing the Bachelor of Business Administration Degree at the Harry F. Byrd, Jr. School of Business at Shenandoah University. The information provided is taken from the Shenandoah University Undergraduate Course Catalog.

Accounting Concentration
The Accounting concentration provides a framework for careers as public or management accountants. This concentration meets all of the educational requirements of the Commonwealth of Virginia to take the CPA exam. Educational requirements differ in other jurisdictions. Students desiring certification should consult with their academic advisor.

- BA 311 Intermediate Accounting I
- BA 312 Intermediate Accounting II
- BA 315 Cost Accounting
- BA 411 Accounting for Decision Making & Control
- BA 412 Advanced Accounting
- BA 414 Income Tax I
- BA 415 Income Tax II
- BA 418 Auditing

In addition to the BBA supporting electives, students who choose a concentration in Accounting, also have to take one non-business elective or General Education course that satisfies the BSB Experiential Learning requirement. EC 340 – Moral Foundations of Free Enterprise – meets the experiential learning requirement and satisfies General Education Domain 5 – Moral Reasoning.16

Finance Concentration
The Finance curriculum prepares students for careers in banking, the financial services industry, and corporate finance. The curriculum includes financial analysis, familiarization with the institutional setting of finance, and development of prudent financial decision-making. All students concentrating in finance are encouraged to participate in the Student Investment Club, which manages a portion of the university’s endowment.

Students must take a minimum of 9 credit hours from the following with at least 6 of those credit hours at the 400-level:

- BA 404 Business Finance
- BA 420 Investment & Portfolio Management
- BA 426 Financial Institutions
- BA 473 International Financial Management
- EC 311 Intermediate Macroeconomics
- EC 312 Intermediate Microeconomics
- EC 350 Money & Banking

16 Students transferring in with an Associate’s Degree do not require an exact course for Domain 5 as it will be waived if there is no equivalency in keeping with University policy.
Information Systems Technology Concentration
The Information Systems Technology curriculum develops student awareness of the roles of information systems technology within the business enterprise. Students learn how to use information systems technology to achieve organizational goals through effective utilization of computer technology and resources. Individual courses engage the student in both practical and theoretical application of information systems technology to problem solving and systems development.

Students must take a minimum of 9 credit hours from the following:
- IST 307 Object Oriented Programming
- IST 321 Emerging Technologies
- IST 354 Business Intelligence, Knowledge Management & Decision Systems
- IST 410 Database Systems
- IST 411 Data Communications & Networking
- IST 458 Social Media & Multimedia Applications for Business

International Business Concentration
The International Business concentration allows the student to develop those managerial skills that will be necessary to function within the global business environment. The curriculum deals specifically with functional business areas as they relate to managing a global or multinational business enterprise. The student has two options to satisfy the requirements for the International Business Concentration: the BSB Supporting Business Electives option and/or the Audencia Group Semester Abroad option.

BSB Supporting Business Electives Option
Students must take a minimum of 9 credit hours from the following:
- BA 455 International Business
- BA 456 Seminar in International Business (GEL)
- BA 464 International Marketing
- BA 473 International Financial Management
- Foreign language courses at the 200-level and higher (up to 6 hours)

Audencia Group Semester Abroad Option
In a partnership with Audencia Group, Ecole Atlantique accepts Shenandoah University students in an exchange program annually during the fall term. BSB undergraduate students studying abroad at the Ecole Atlantique campus in Nantes, France can fulfill the requirements for the BBA International Business Concentration by completing the following Audencia/Ecole Atlantique courses:
- International Marketing
- International Business Management
- International Negotiation and Law Environment
- European Business Environment

Management Concentration
The Management curriculum develops student awareness of management functions, theory, and skills within local and global environments. Students learn to use both quantitative and behavioral methods to achieve organizational goals through effective utilization of human and material resources. Individual courses engage the students in problem solving through case analysis, simulation, and experiential methods to foster an appreciation of different management approaches in a variety of systems.
BSB-SU/LFCC Collaborative Agreement

Required Management Courses (9 credit hours):

- BA 422 Contemporary Issues in Management
- BA 429 Leadership & Cultural Change
- BA 493 Advanced Management Theory & Practice

Management Course Electives (9 credits with minimum 3 credits to satisfy the experiential learning requirement from choices marked with *):

- BA 393 Small Business Management
- BA 394 Students in Free Enterprise (SIFE) Seminar*
- BA 431 Project Management
- BA 442 Purchasing & Supply Management
- BA 446 Logistics & Distribution Management
- BA 454 Innovation & Design Thinking
- BA 455 International Business
- BA 456 Seminar in International Business (GEL)*
- BA 498 Business Internship (with Management placement)*

Marketing Concentration

The Marketing curriculum is aligned with contemporary marketing trends, industrial needs and marketing management skills practiced today. The purpose of a course in this area is to educate the student in terminology and concepts of the highly sophisticated areas of marketing management. The school strives to provide an opportunity for students to participate in actual marketing problems as they are confronted by in various types of organizations.

Students must take a minimum of 9 credit hours from the following:

- BA 361 Marketing Research & Development
- BA 362 Marketing Communications
- BA 363 Consumer Behavior
- BA 460 Marketing & Brand Strategy
- BA 464 International Marketing
Appendix 5 – Suggested Course Sequence - BBA with or without a Concentration

Junior Year 1st Semester (1st year at Shenandoah University)
BA 302  Quantitative Methods  3
BA 303  Legal Environment of Business  3
BA 307  Introduction to Management & Organizational Behavior  3
BA 360  Introduction to Marketing  3
Non-Business Elective18 (or) BBA Elective  3

Junior Year 2nd Semester
BA 310  Introduction to MIS and E-Commerce  3
BA 330  Introduction to Finance  3
BA 395  Introduction to Operations & Supply Chain Management  3
MCOM 350  Business and Professional Communication  3
Non-Business Elective19 (or) BBA Elective  3

Senior Year 3rd Semester
BA 453  Human Resource Management & Business Ethics  3
EC 450  International Economics  3
BBA Elective  3
BBA Elective  3
BBA Elective  3

Senior Year 4th Semester
BA 490  Business Policy and Strategy  3
BBA Elective  3
BBA Elective  3
BBA Elective  3
BBA Elective  3

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17 This is a suggested sequence – adjustments may be made with the assistance of the student’s advisor in order to meet the student’s needs and to meet the requirements of a concentration should the student choose to declare one.
18 Must be a PSY or SOC course if one was not completed at LFCC.
19 See footnote 12.
Appendix 6 – Experiential Learning Requirement

The following courses satisfy the “Experiential Learning Requirement” for Shenandoah University business students:

- EC 340 Moral Foundations of Free Enterprise
- BA 394 Students in Free Enterprise (SIFE)
- BA 420 Investment & Portfolio Management
- BA 456 Seminar in International Business (GEL)
- BA 493 Advanced Management Theory & Practice
- BA 498 Business Internship
- Audencia Group International Business Team Project

Alternatively, the experiential learning requirement can be met through participation in experiential learning activities approved in advance by the dean or the program director.
Appendix 7 – Suggested Course Sequence – Master of Business Administration

1st Semester (Summer following completion of BBA)

• MGT 513 Organizational Structure & Behavior
• MIS 514 Decision Sciences & MIS
• MKT 511 Marketing Theory & Practice
• Elective Unrestricted Elective 1 – BUS 602 – 3 credit Internship

2nd Semester

• BAFI 517 Financial Management
• ECN 512 Business Forecasting (1.5 credits)
• ECN 514 International Economic Analysis (1.5 credits)
• MGT 535 Human Resource Management, Employment Law and Ethics
• Elective Unrestricted Elective 2 or Restricted Elective

3rd Semester

• ACCT 511 Accounting for Decision Making & Control
• MGT 611 Integrative Management
• SCM 530 Operations & Supply Chain Management
• Elective Unrestricted Elective 2 or Restricted Elective
Appendix 8 – Undergraduate Course Requirements for MBA Foundation Courses

Students in this program should (for all intensive purposes) not be required to take the Foundational Courses for the Master of Business Administration Degree if a grade of “C” or better was achieved in the courses listed below that are the undergraduate equivalents.

ACCT 501 – Foundations of Accounting
- BA 211 (LFCC – ACC 211) Principles of Accounting I
- BA 212 (LFCC – ACC 212) Principles of Accounting II

BAFI 502 – Foundations of Finance
- BA 330 (Shenandoah) Introduction to Finance

ECN 501 – Foundations of Economics
- EC 211 (LFCC – ECO 201) Principles of Macroeconomics
- EC 212 (LFCC – ECO 202) Principles of Microeconomics

MKT 502 – Foundations of Marketing
- BA 360 (Shenandoah) Introduction to Marketing

QM 501 – Foundations of Analytics
- BA 203 (LFCC – MTH 240 or BUS 220) Statistics & Data Analysis for Business
- BA 302 (Shenandoah) Quantitative Methods

If for some reason, a grade less than “C” was received in any of the aforementioned undergraduate courses, the student will be required to take the MBA Foundational Course or retake the undergraduate course. The student may request to take a placement exam. If any foundation course(s) is needed, it must be completed in the 1st semester of study and may delay the student from completing the Master of Business Administration degree within one calendar year.
Appendix 9 – Master of Business Administration Restricted Elective Options

The following courses satisfy the “restricted elective” component of the Master of Business Administration Degree:

- BAFI 502 International Financial Management
- BUS 511 International Business
- BUS 517 Travel Seminar in International Business (GEL)
- BUS 519 Topics in International Business
- ECN 521 Topics in Global Economy
- MGT 519 International Human Resources Management
- MGT 537 International Management
- MKT 513 International Market Planning
- MKT 515 International Marketing
Appendix 10 – Student Letter of Intent

I, ____________________________________________, a student enrolled in the Associate of Arts in Business Administration degree do express my intent to participate in the collaborative agreement put into effect by Lord Fairfax Community College and the Harry F. Byrd, Jr. School of Business.

In signing this letter of intent, I understand that the following will be expected of me:

1. I must complete the curriculum at Lord Fairfax Community College as put forth in this agreement and receive my Associate’s of Arts & Sciences Degree in Business Administration.
2. During my time at Lord Fairfax Community College, I must maintain a grade point average of 3.0 or higher.
3. I must apply to Shenandoah University as an undergraduate transfer student by the deadline communicated to me by Shenandoah University.
4. I must complete the undergraduate curriculum at the Harry F. Byrd Jr. School of Business as put forth in this agreement and receive my Bachelor’s Degree.
5. I must maintain a grade point average of 3.0 or higher during my undergraduate studies.
6. I must apply to Shenandoah University for graduate admission by March 1 of my final semester of study.
7. I must complete the graduate curriculum as put forth in this agreement.

Also with the signing of this letter of intent, I may expect the following:

1. I will be included in events hosted by the Harry F. Byrd, Jr. School of Business and included in correspondence sent out by the university.
2. I will not be expected to pay the requisite application fees for my undergraduate application and/or graduate application.
3. I will be included in consideration of scholarships to help fund my undergraduate study at Shenandoah University.
4. Provided I have maintained a grade point average of 3.0 or higher throughout my undergraduate studies (both at Lord Fairfax and at Shenandoah), I can expect direct admittance to the graduate program with no need for an interview.
5. Provided that I have received a grade of “C” or higher in all requisite undergraduate courses, I can expect the MBA foundation courses to be waived.
6. I will receive a fellowship for my graduate studies that will result in a twenty percent (20%) reduction in my graduate school tuition.
7. I will be eligible to apply and be considered for a graduate assistantship that can provide a scholarship equal to both 4.5 credits of tuition or 9 credits of tuition and a small cash stipend.

__________________________________________
Student Name (Printed)

______________________________________            __________
Student Signature                              Date