



business leadership  
from a Christian perspective

MILLIGAN  
COLLEGE  
**MBA**

# so you want to be a **LEADER**



"I was challenged to think critically about my role in business and society. The curriculum and faculty are first-class and I am daily benefitting from my Milligan MBA."

**Tricia Huffman ('05), Eastman Credit Union**



"Doing much of the work from home allowed the flexibility to plan when I was going to study. This allowed me to spend more time with my family and didn't interfere with my work."

**Ken Conner ('06), Bristol Metals**



"The emphasis throughout the Milligan MBA is integrating practical business skills with a concern for ethics and professional responsibility."

**Bill Greer, Ph.D., Founding Director of the MBA**

Today's economic environment demands a **new kind of business leadership**. It demands leaders who understand the importance of character, integrity, and honesty. It demands leaders who have the commitment to integrate their faith and their work, people who understand the value of a socially-responsible, ethically-centered organization. Successful leaders must also be technically competent — well-versed in the skills demanded by today's competitive and global marketplace. **You can be that kind of leader.**



Redefine Success.

## **your CAREER**

Chances are good that your earnings will increase after earning your MBA degree. An MBA can help you facilitate a complete career change, accelerate career prospects, or fulfill a personal challenge. Especially in changing economic times, an MBA can help build new skills and prepare you for more advanced leadership roles in business or government.

## **your FAITH**

It's not enough to prepare you with the skills to advance your career. We know you want to make a difference. You long to use the unique ways God has created you to make a difference not only for our world, but ultimately for the Kingdom of God. You want to connect with the passion of God. You want to know what's worth living for, not simply what to do for a living. Milligan wants to help you find your place in God's work in the world.

## **your PURPOSE**

Milligan's MBA students are not only interested in the financial gain and career advancement that an MBA can certainly provide, but they want to make a difference. Our MBA program will equip you to use your gifts in management and leadership to influence the society around you.

“The world does not need another crop of graduates who are experts in their specific discipline but devoid of the basic ethical and moral standards that can best be taught from a Christian worldview.” – David McCain, UBS Financial Services

# program overview

## [leading-edge curriculum]

Milligan’s MBA provides a comprehensive and relevant business education in a format convenient for busy working professionals without sacrificing quality. The 40 credit-hour curriculum will prepare you with the knowledge and skills to successfully plan, implement, and control business enterprises both domestically and globally.

Each course provides a firm grounding in a functional area — such as marketing, accounting and finance, economics, human resource management, business law, strategic planning and management, information management, and quantitative analysis — while introducing advanced topics and concepts. And you’ll have plenty of opportunities to apply your new knowledge and skills immediately to your work environment.

In addition to learning theories and practices, you’ll also be challenged to think about your role as a positive influence in the workplace and the ethical implications of your decisions. The emphasis throughout the Milligan MBA is on integrating practical business skills with a concern for ethics, professional responsibility, and leadership development.

## [convenient scheduling]

The program is designed to accommodate working professionals, which means you don’t have to sacrifice your job and salary while earning your MBA. Classes meet one weekend per month over approximately 18 months on Milligan’s campus in the dynamic Tri-Cities area of Northeast Tennessee, just minutes from I-81 and I-26.

Residency weekends begin Friday evening and conclude Saturday evening. The sessions are complemented by several weeks of on-going discussion, class participation, and other assignments, all facilitated by faculty using Internet-based resources. This provides flexibility in scheduling, while at the same time providing a thorough and in-depth program of study.

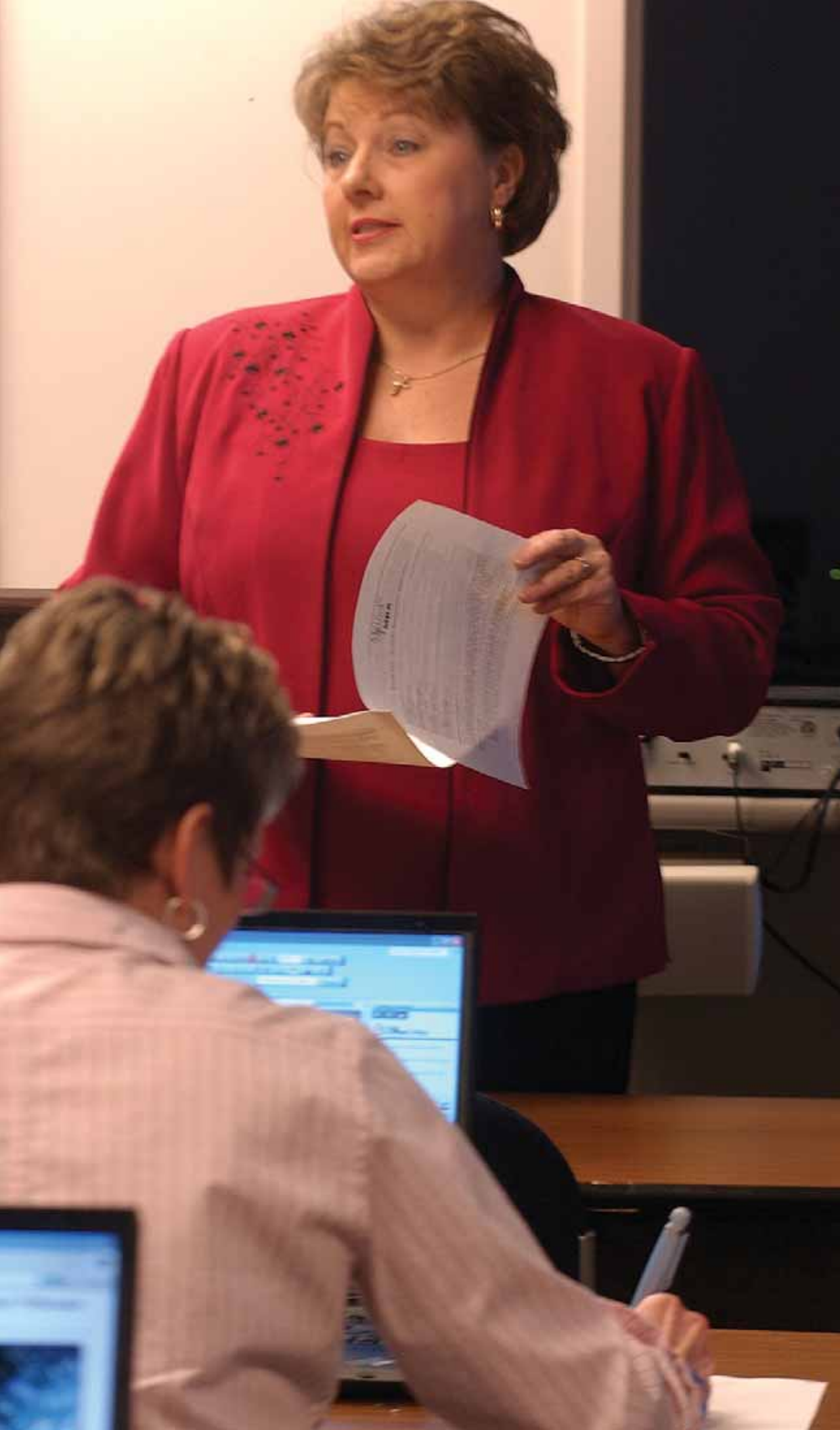
You progress through the program in a small cohort, giving you an opportunity to develop relationships, learn from diverse experiences and approaches, and benefit from a built-in support network.

## [quality faculty]

In Milligan’s MBA, you’ll be taught largely by our regular full-time business faculty. Their first priority is your education. They bring to the classroom a broad range of business, industry, and consulting experience, as well as outstanding academic credentials and teaching experience. While their primary focus is teaching and mentoring, many are also involved in academic research, publishing articles and books, and serving in professional organizations. At the same time, they stay active in the business community, providing consulting services, sitting on corporate boards, and working with a number of charitable, non-profit organizations. This keeps them up-to-date and ready to share the latest and most timely information with their students.

## [personal service]

We know that working full-time, caring for a family, and going to school can be hectic. Our competent and friendly staff are ready to help you with the administrative details of the MBA program so you can focus on learning.



In the classroom and out, you'll find Christian professors excited about your success as a leader, preparing you to serve and to meet life's challenges

## faculty

**Paul E. Bayes, D.B.A.**  
*Adjunct Instructor of Accounting.* M.S., Indiana State University; D.B.A., University of Kentucky.

**David A. Campbell, Ph.D.**  
*Assistant Professor of Economics and Business.* M.A. and Ph.D., George Mason University.

**Carolyn W. Carter, Ph.D.**  
*Professor of Computer Information Systems and Business.* M.A., East Tennessee State University; M.S.C.S.E., University of Evansville; Ph.D., Virginia Polytechnic Institute and State University.

**William B. Greer, Ph.D.**  
*Vice President for Institutional Advancement and Associate Professor of Economics and Business.* MBA, East Tennessee State University; Ph.D., The University of Tennessee, Knoxville.

**Troy D. Hammond, Ph.D.**  
*Adjunct Instructor of Business Administration.* Ph.D., Massachusetts Institute of Technology.

**John C. Keyt, D.B.A.**  
*Professor of Marketing and Business Administration.* MBA, East Tennessee State University; D.B.A., University of Tennessee, Knoxville.

**Robert L. Mahan, CPA**  
*Associate Professor of Accounting.* M.Acc., University of Georgia; ABD, Argosy University.

**Bruce Montgomery, Ph.D.**  
*Associate Professor of Communications and Business.* M.Div., Christian Theological Seminary; Ph.D., Bowling Green State University.

**Mark W. Peacock, J.D.**  
*Associate Professor of Business and Legal Studies.* J.D., Northern Illinois University College of Law; Emmanuel School of Religion.

**Victoria L. Sitter, Ph.D.**  
*Associate Professor of Business Administration.* M.S., The University of Tennessee, Knoxville; Ph.D., Regent University.

# close cohort



Each MBA cohort becomes a tight-knit group of friends, colleagues, and students, all of whom are expected to contribute to the group's learning and overall experience. That's why work experience is an important admissions criteria. We assemble cohorts representing a variety of professional and academic backgrounds, ensuring that students are exposed to a wide range of business practices and ideas.

## Student employers

Aeronautical Accessories  
AFG Industries  
American Water Heater  
Bank of Tennessee  
Bechtel Systems  
Bristol Metals  
Carrier - United Technologies  
Citi Commerce Solutions  
Computer Sciences Corporation  
ConAgra Grocery Foods  
ContinuCare Health Services  
Cooper-Standard Automotive  
Eastman Chemical Company  
Eastman Credit Union  
East Tennessee State University  
Edwards & Associates  
First Horizon  
First Tennessee  
Holston Valley Medical Center  
Honeywell International Inc.  
ICG/Holliston  
John Deere  
Johnson City Emergency Physicians  
Johnson City Medical Center  
Johnson City Power Board  
King Pharmaceuticals  
Land O Sun/Dean Foods  
Lear Corporation  
LogistiCare Solutions  
Medical Management Services  
Mountain States Health Alliance  
NN Ball & Roller  
Novo Nordisk Pharmaceuticals  
Nuclear Fuel Services Inc.  
Pace Carbon Fuels  
Sprint PCS  
Quillen College of Medicine  
Siemens  
Sprint  
Tennessee Valley Authority  
U.S. Postal Service  
Wellmont Health Systems

# MBA courses

## Milligan MBA: integrating healthcare and business

“Very early in my career as a physician, it became clear to me that the business aspect of medicine was becoming increasingly important. With declining rates of reimbursement and increasing costs such as malpractice insurance, budgets are increasingly strained. I quickly realized that business skills had not been taught in medical school or during my residency training, and I greatly wanted to learn how to be a better manager and to improve my skills in interacting with hospital administration and patients. I also wanted a program that would be applicable to all business environments in the future.”

**Clay Runnels, M.D. ('06)**  
Medical Director, Emergency Dept.,  
Johnson City Medical Center/  
President & CEO,  
Johnson City Emergency Medical Physicians

## [semester one]

**CIS 520 Information Management.** This course focuses on the management of information technology assets within an organization. The role of the manager in assessing, implementing, and controlling information technology and the handling of information is emphasized.

**BADM 541 Business Ethics from a Christian Perspective.** This course examines the moral, ethical, social, and spiritual aspects of the practice of business. Students explore the relationship between Christianity and commerce and the role of character in leadership and ethical decision making.

**BADM 522 Quantitative Methods for Management.** This course focuses on the analysis of information gathered both internally and externally. Topics addressed include both the statistical analysis used in the decision making processes at the managerial level as well as the constrained optimization techniques required in managerial economics.

## [semester two]

**BADM 530 Management and Leadership.** This course examines current issues in leadership and appropriate strategies for implementing planned change. The course integrates materials from both micro and macro approaches to leadership and looks at the differences between managers and leaders, the leader-member exchange process, the leader's role in setting the strategic direction of an organization, and the ethical, moral and professional issues of leadership with emphasis on developing a biblical foundation of leadership.

**BADM 533 Organizational Theory and Communication.** This course examines the interaction of individuals and groups within organizations and the importance of communication within today's complex organizations. Topics include qualitative and quantitative assessment of various organizational structures, the behavior and interaction of individuals, small groups, and their leaders in organizations with primary emphasis on communication and the role of values and ethics within organizations. Human behavior in organizations is examined through case studies, group research projects, and individual analysis of behavior in groups.

**ACCT 520 Accounting & Financial Management.** This course is designed to increase students' knowledge of the construction and interrelationship of corporate financial statements and their related components. The role of accounting and financial analysis for external reporting purposes, management analysis, decision-making, planning and control, as well as a primary means of increasing the value of the firm is emphasized. The relationship between ethical decision making, profitability, and long-term shareholder wealth is examined.

## [semester three]

**ECON 524 Managerial & Global Economics.** This course addresses both macro and micro economic issues affecting the firm. The course emphasizes the application of constrained optimization techniques to common problems faced in the management of the typical business enterprise such as price determination, output level, and the use of alternative productive resources. The course also addresses the broader environmental context in which the firm operates, considering issues such as international trade, market unification, and globalization, including an emphasis on understanding cultural differences.

**BADM 535 Managing Human Resources.** This course studies human resource management in depth and provides a strategic overview of the essential knowledge required to manage a firm's human resources effectively including both interpersonal and quantitative skills. It explores human resources within various structures and with different job, skill, and behavioral requirements. Emphasis is given to the ethical behavior by managers as they enforce standards throughout the organization and the strategic integration of human resource functions within the context of a firm's task environment.

**BADM 517 Marketing Strategy.** This course examines the development of marketing strategy at the business unit level and its connection with corporate strategy. Emphasis is given to opportunity analysis, competitive evaluation, and marketing strategy design and revision.

## [semester four]

**BADM 548 Legal Issues of Business.** This course examines the legal environment and issues related to the practice of business. Students will explore legal and regulatory environmental variables and how they affect the processes of management, decision making, and strategy formulation within the firm.

**BADM 543 Strategic Management Theory.** This course examines policy making and administration of organizations from a general management point of view. It is intended to integrate and build upon the work of the core curriculum by emphasizing both quantitative and qualitative problem analysis, the process of making ethical and strategic decisions, administration and control, and continuous reappraisal of policies and objectives. Specific emphasis will be placed on developing and implementing a strategic plan, building competitiveness through organizational capability, leadership and change management, and leveraging short-term performance through effective organizational leadership. Case studies emphasize the linkages between theory and practice.

**BADM 545 Strategic Management Application.** This course allows students to build on the theoretical knowledge and quantitative and analytical skills acquired in the core curriculum. It provides an opportunity for the students to complete an applied project based on a management problem or issue. Students may choose either a case study project that analyzes a real-world management problem or a project that undertakes the investigation of a particular problem or issue within a real organization. This project will be under the supervision of faculty of the Business Area and the deliverable of the course is a written analysis/report and a presentation to Business Faculty.



# FASTFACTS



## About the Milligan MBA

The Master of Business Administration program is designed to prepare students for roles of leadership in business. The program is a cohort-based, 40-credit hour degree delivered over approximately 18 months, divided into four semesters. Classes meet one weekend each month and continue via extensive Internet-based contact with fellow students and with faculty in the period between class sessions. The combination of weekend class meetings and distance-based components is well suited for mature, working students.

## Academics

Milligan College is a private Christian liberal arts college offering more than two-dozen academic programs. The college is consistently named in *U.S. News & World Report's* "America's Best Colleges" issue. Milligan actively integrates high-quality academic programs with biblical faith and a service-oriented philosophy to prepare students for life's journey.

## Accreditation

Milligan College is accredited by the *Commission on Colleges of the Southern Association of Colleges and Schools* (1866 Southern Lane, Decatur, Georgia 30033-4097; Telephone number 404-679-4501) to award bachelor's and master's degrees.

## Admission Requirements

- Completed application and writing sample
- Undergraduate degree
- An acceptable GMAT may be required if an applicant's overall undergraduate grade point average is 2.75 - 2.99. The GMAT is not required if an applicant's overall undergraduate grade point average is 3.00 or higher
- Prerequisite courses or demonstrated competency in accounting, economics, computer applications, management, marketing, and business statistics and/or calculus
- At least 3 years work experience in a managerial or administrative position of responsibility
- Two professional recommendations
- Interview with faculty admissions committee may be required

## Affordable

Tuition and fees for the 18-month, 40-credit hour program are approximately \$16,000. Our student financial services department will work with each student individually to accommodate their financial needs. Each student is issued a laptop computer containing the software required for the program. Light dinner snacks on Friday and continental breakfast and lunch on Saturday are provided during residency weekends. Housing information for out-of-town students is available upon request.

## Church Affiliation

Throughout its history Milligan College has maintained an active relationship to the Stone-Campbell movement of the 19<sup>th</sup> Century — a religious movement committed to the restoration of New Testament Christianity and the unity of all believers. Given this non-sectarian environment, students from various Christian affiliations find Milligan a welcoming community.

## Location

Milligan's 181-acre picturesque campus is located in northeastern Tennessee in the dynamic Tri-Cities region. The campus is conveniently located just three miles from Johnson City Exit #24 off I-26.



## [apply today]

Request an application and complete details about the MBA program from the Office of Admissions.

Phone: 423.461.8482

800.262.8337

Email: [MBA@milligan.edu](mailto:MBA@milligan.edu)

Web: [www.milligan.edu/MBA](http://www.milligan.edu/MBA)

# MILLIGAN COLLEGE

Academic excellence since 1866

Information in this brochure is subject to change. Any changes will be specified in the application packet and on our website at [www.milligan.edu](http://www.milligan.edu).