

# BUSINESS ADMINISTRATION (MBA)

---

## **MBA 500 Organizational Leadership and Development 3 credits**

This course introduces leadership in dynamic, changing organizations where customers change, technologies shift, and work processes evolve. In this course students will examine how leaders develop themselves and others and create alignment as an organization changes to meet the needs of the future

## **MBA 505 Global Economics 3 credits**

The course will apply economic theory to develop a framework to analyze and predict trade, exchange rate, environmental, health, labor and other policies. Strategies will encompass the interaction of American and global economic institutions and policy making entities such as the United States Trade Representative, Congress, Federal Reserve, WTO, and the European Union. Topics will include tariffs and comparative advantage.

## **MBA 510 Managerial Research Methods and Design 3 credits**

This course examines the various research methodologies used in organizational settings. It provides an overview of quantitative and qualitative methodologies including research design, data collection and analysis, interviewing, case studies, and action science. The philosophy, ethics, and politics of management research are introduced. Students will critique published research, write a literature review, and design research studies.

## **MBA 515 Applied Business Ethics 3 credits**

This course will review and analyze popular models of ethical decision making. Readings, case studies, and special presenters will provide opportunities to investigate current ethical issues facing leaders and managers in business and organizational settings as well as critically apply various ethical theories and decision-making frameworks. Literature relative to Christian vocation, applied ethics, and value-centered leadership will be explored. Student papers and presentations will demonstrate the integration of a personal and vocational ethic.

## **MBA 520 Integrated Marketing Communication 3 credits**

This course will develop marketing strategy and execution of diverse communication tactics critical to all enterprises. Students will examine competitive value propositions for business growth across various markets. Course work will analyze business scenarios and determine strategic objectives, target markets and messages, as well as demonstrate how to use and apply multiple marketing tactics.

## **MBA 525 Strategic Human Resource Management 3 credits**

This course looks at human resources management from an operating manager's perspective and focuses on the key role strategic human resource management plays in the development and execution of organizational strategy. Emphasis will be placed on the cultural, behavioral, and the legal issues faced by companies as they attempt to compete in an increasingly expanding global economy. Students will work collaboratively to analyze and compare the complexities and challenges of doing business abroad as well as in the United States and discuss approaches, plans, and programs to address those issues strategically.

## **MBA 530 Managerial Finance and Accounting 3 credits**

This course will examine the framework and systems of current accounting and finance principles including preparation of financial statements, accounting cycles and balance sheet classifications. Students will apply these principles along with ethical responsibility and critical thinking skills to management practices of business decision making and strategic planning.

## **MBA 535 Legal Environment for Managers 3 credits**

This course integrates the treatment of law and management. It helps managers and leaders spot legal issues before they become legal problems and emphasizes developing the legal astuteness to craft solutions that attain core organizational objectives without incurring undue legal risk. Traditional legal concepts are discussed as well as current topics in developing areas of the law. An emphasis on ethical concerns stimulates understanding of how managers must incorporate considerations of ethics and social responsibility into their managerial actions

## **MBA 540 Applied Ethics for Health Care Leaders 3 credits**

As formal and informal healthcare leaders, students will clarify and affirm their vocation/calling and moral compass including examining potential vulnerabilities that may challenge one's integrity. Students will explore ethical theories and principles from the healthcare leader perspective in the context of current healthcare issues including economic constraints and resource allocation, access-to-care, autonomy and decision-making especially at end-of-life, moral distress, and other issues faced by healthcare professionals. Students will analyze contextual factors contributing to ethical dilemmas including professional values, patient/family rights and preferences including cultural differences, social and health inequities, political factors including hierarchy and ethical climate, and policy, legal, and regulatory requirements. Students will synthesize course concepts through the application of ethical decision-making models within the Christian context to various bioethical, clinical, business, and professional ethical dilemmas.

## **MBA 545 Quality Practices 3 credits**

In order to compete in this new economy, health care entities, particularly hospitals, need to employ quality practices. This course will examine current theory and practices for health care institutions: Six sigma, Lean and other processes and procedures. Students will understand how the quality system interweaves with customer service and happiness.

## **MBA 555 Health Care Informatics 3 credits**

A call has come from the highest reaches of government for the computerization of all medical records. Information systems and the interlocking of these systems will be a major concern for health care providers in the years to come. Students will learn how to collect, massage, manipulate data in order to make it useful. There is plenty of useless data and information available; the real professional can mine that data and information into golden nuggets of knowledge.

## **MBA 560 Health Care Strategic Leadership 3 credits**

The distribution system for health care is complex and changing rapidly. The strategy process represents an essential opportunity for health care leaders to establish, implement and guide the organizations direction in these turbulent waters of changing distribution systems. MAP is a process in which students summarize, synthesize, and demonstrate knowledge, skills, and competencies as organizational managers and leaders. Students will draw from their MBA course work, career experiences, and synthesizing activities to build a portfolio.

**MBA 561 Customer Analysis 3 credits**

This course explores the behavior of consumers and the factors that influence their behavior. Analysis of customer decision-making and how marketing strategy can be used to influence those decisions is examined through various theories, models and techniques that attempt to explain the behavior of the consumer. The framework is a buyer behavior model, in which concepts from psychology, sociology, and economics are applied to individual and organizational purchase decisions. The course will also explore consumer insights and shopper marketing to build revenue and grow the business. Marketing strategies of leading firms in consumer products, technology, and services (including internet services) are analyzed using a variety of formats including lecture-discussions, case studies designed to illustrate the salient issues as well as readings and texts.

**MBA 565 Analytics for Business Intelligence 3 credits**

This course deals with the process of acquiring, analyzing and interpreting primary and secondary marketing data needed for profitable marketing decisions. It considers recent developments in the use of internal and external data needed for marketing decisions. This course is intended to explore data mining techniques with the goals: 1) To provide the key methods of classification, prediction, reduction, and exploration that are at the heart of data mining; 2) To provide business decision-making context for these methods; 3) Using real business cases, to illustrate the application and interpretation of these methods.

**MBA 570 Marketing Decision Models 3 credits**

This course focuses on the benefits of using analytic and modeling-based approaches to marketing decision-making. It offers an applied approach to develop student's ability to work on marketing data, and weigh alternate business decision options based on benefits and costs as well as construct models to aid managerial decisions determining business strategy. This course deals with the process of acquiring, analyzing and interpreting primary and secondary marketing data needed for profitable marketing decisions. Coursework is developed in strategic marketing, new product development, branding, marketing segmentation, sales and trade promotion analysis, pricing, and design of marketing mix, sales force allocation, direct, and internet marketing.

**MBA 575 Marketing Strategy Monetized 3 credits**

This course focuses on the role of business strategy to create profitable customers by delivering superior value. Strategy becomes monetized during the implementation process which is critical to executing on successful consumer capitalism. This course will develop metrics and systems to utilize in the marketing activities to measure customer value and business return on investment. An outcome of this course is the ability to communicate the value of marketing strategies to executive management regarding ROI. In this course, a hybrid format of lecture-discussions and applied work issues will be incorporated to illustrate the marketing strategy outcomes.

**MBA 580 Bridging the IT-Business Gap in a Global Setting 3 credits**

Compare technical to non-technical staff in studying ways to build collaborative effectiveness in managing functions and projects. Minimize the barriers to successful intercultural communication by investigating various tools for teamwork in local and global settings. Utilize project case studies and collaborative software tools to practice communicating virtually across diverse settings and maximize teamwork to deliver on business strategy.

**MBA 585 Project and Lifecycle Management 3 credits**

Introduce the entire project lifecycle by practicing collaborative development of various project monitoring and reporting tools in a case-study setting: 1) project scope/charter, 2) work breakdown structure, 3) cost-benefit analysis, 4) communication plan, 5) project schedule, 6) risk register, and 7) quality management plan. Transfer learning objectives to the student's own Management Application Portfolio (MAP) by practicing knowledge retention and by applying concepts from the Project Management Body of Knowledge (PMBOK).

**MBA 590 Information Systems Analysis and Communication 3 credits**

Create a systemic understanding of business requirements by interviewing key stakeholders and diagramming to communicate process workflow. Utilize contemporary case studies to compare software and infrastructure development methodologies such as the Systems Development Lifecycle to Agile Methods. Apply learned skills to key decision-making tasks such as in-house development, outsourcing, software testing, and cloud computing. Create a first draft of the initial phases for the student's own Management Application Portfolio (MAP).

**MBA 592 Topics Course: Vocation and Value 1 credit**

The student takes a deep dive into vocation through practical exploration of career, as opposed to job, opportunities and aspirations. The student benefits from the "just-in-time" job growth to cultivating their deepest career aspirations. Through reflection and guidance, the student learns to understand their value and skills while effectively telling their vocational story and articulating their servant leadership.

**MBA 594 Topics Course: Mastery of Future Industry 1 credit**

The student's context for 21st century commerce will become broader, richer, and deeper as they see change, not in singular events but as an interrelated tapestry of complex systems. Beyond simple research they will learn to master an industry of their choice by anticipating unfolding change and discovering rich professional opportunities.

**MBA 595 Business Information Systems Security, Risk, and Quality 3 credits**

Analyze how information systems are designed to interact with people and carry out business strategy. Design plans to analyze and secure enterprise-wide data and applications in a growing mobile environment. Assess risk and manage quality in working to meet auditing and compliance standards. Topics include business continuity and disaster recovery, virtualization, and the effects of compliance on infrastructure development. Create first drafts of middle and final phases for the student's Management Application Portfolio (MAP).

**MBA 596 Topics Course: Reflection and Bridge to Your Future 1 credit**

The student examines and reflects on their program learning and professional development. Course tools will measure and illuminate the student's progress in gaining a better understanding of their professional worth and value. The Managerial Application and Portfolio (MAP) articulates that value. The MAP is the bridge that examines and applies an ethical framework to a formalized process that will guide the student's professional and personal life journey.

**MBA 605 Operations and Technology Management 3 credits**

This course will examine value-chain functions such as product-process design, quality management, supply chain management and workforce management in order to understand the resource-based view of strategic advantage for the organization. Students will examine strategic management of operations utilizing to support the value-chain functions of operations management.

**MBA 610 Tools for Managerial Decision Analysis 3 credits**

This course will focus on how managers think clearly and make effective decisions. Students will examine and apply several models of decision-making from intuition to predictive analytics. In support of effective execution, students will explore innovative, critical, emotional and futuristic thinking. Students will develop their own tools to become effective decision-makers.

**MBA 620 Strategic Leadership 3 credits**

This course introduces students to the principal practices and the theorists of contemporary strategic thinking. Students will understand how leaders have strategically created and affected organizational outcomes. After examining the elements of a strategic planning process, students apply those principles and focus on strategic analysis of their industry and the strategic practices of the organizations in that industry.

**MBA 630 Topics in Global Management 3 credits**

This course focuses on the opportunities and threats of the complex environment of international business, with an emphasis on the unique problems involved in managing international operations. Main topics include the relevance of the foreign economic, political, legal, and cultural environment, international market analysis, international human resource management, and import/export transactions.

**MBA 688 Independent Study 1-3 credits****MBA 700 Strategic Leadership and Managerial Application Portfolio 4 credits**

This course introduces students to the principal practices and theorists of contemporary strategic thinking. Students will focus on strategic analysis of their industry and the strategic practices of the organizations in that industry. The MAP is a process in which students summarize, synthesize and demonstrate knowledge, skills, and competencies as organizational managers and leaders. Students will draw from their MBA coursework, career experiences and synthesizing activities to build a portfolio.

**MBA 705 Managerial Application Portfolio 1,3 credits**

The MAP is a process in which students summarize, synthesize and demonstrate knowledge, skills, and competencies as organizational managers and leaders. Students will draw from their MBA course work, career experiences and synthesizing activities to build a customized professional portfolio.

**MBA 706 Information Technology Management Capstone 3 credits**

Integrate and synthesize knowledge, competencies, and skills learned throughout the program. Develop a customized professional portfolio that includes an industry analysis and reflects a synthesis of MBA course work and career experiences.