

Graduate Studies in Business

The Whitworth School of Business is comprised of the following programs: the undergraduate department of business & economics' bachelor of business administration (BBA) program; the business management program for the adult learner seeking a baccalaureate degree offered in conjunction with the Whitworth School of Continuing Studies; and the master of business administration (MBA), master of business leadership (MBL), and master of science in financial planning (MSFP) graduate programs.

The Whitworth School of Business provides an education of mind and heart in the liberal arts tradition based on Christian principles. We develop adept and moral professionals engaged with their communities and world through an integrated curriculum that emphasizes technical expertise, practical application and experiential learning.

Vision in Action: As part of our vision, School of Business students will have done the following by the time they obtain their graduate degree:

- Received comprehensive training and education in global business management
- Developed an understanding of the nature and complexities of business decision-making in times of change and uncertainty
- Participated in an academic culture in which students learn through relational interaction with outstanding faculty who are highly qualified as scholars and practitioners, from each other, and from other stakeholders (alums and other business professionals) of the university through challenging, relevant and diverse teaching methods
- Joined top-quality students who are interested not only in becoming competent in traditional business disciplines, but in living lives of distinction and meaning as world citizens in an ever-changing, competitive environment
- Gained practical business experience through application, while developing essential communication, interpersonal and leadership, and critical-thinking skills
- Further developed character, integrity, and a capacity for ethical analysis and judgment, traits that are important to an increasingly complex, diverse and globalizing world
- Enhanced their value in the employment marketplace
- Connected to a worldwide alumni network

Programs and Curricular Focus

The Whitworth School of Business is recognized as an academic leader in preparing graduate students to compete successfully in today's international marketplace. Our goal is to provide comprehensive training and education for the business leaders of tomorrow, based on the dynamic globalizing environment of business in the 21st century. Courses in finance, operations and project management, marketing, human resources and leadership are designed to give students the business skill sets to be competitive in the job market while developing their intercultural intelligence and expanding their knowledge of world markets. Evening seminar-style courses offer students the choice of full- or part-time study. Full-time enrollment in two courses per six-week module provides students the opportunity to earn an MBA degree in nine months. Part-time enrollment allows students to take only one course in each module and still complete their degrees in 22 months.

Student Learning Outcomes in Graduate Studies in Business:

Master of Business Administration (MBA)

Communication

Our students will have advanced business communication skills.

Ethics

Our students will have the ability to analyze ethical implications of business situations.

Quantitative Skills

Our students will use advanced quantitative tools to analyze complex business issues with a higher degree of proficiency in decision making.

Management

Our students will be proficient in applied management and leadership concepts.

Master of Business Leadership (MBL)

Leadership

Our students will demonstrate a capacity for effective leadership.

Master of Science in Financial Planning (MSFP)

Financial Management and Application

Our students will demonstrate a comprehensive understanding of the content within the financial planning curriculum and apply and integrate this information in the formulation of a financial plan.

Communication

Our students will demonstrate professionalism and quality in communicating the formulation of a financial plan through a presentation to a panel of advisors.

Ethics

Our students will demonstrate their fiduciary responsibility via the CFP Board fiduciary standards and application.

Faculty

Faculty members are active in the fields of business and management studies. They bring practical business and cross-cultural experience to the classroom and engage in research and consulting for governments and corporations locally and throughout the world. Qualified business practitioners from the community bring added expertise and experience to the classroom through special courses, guest lectures, and supervision of internships, special projects and business plan development.

Application Procedures and Admission Criteria

Due to the graduate programs' unique six-week module design, students may apply for admission throughout the year.

Admission decisions are based on an applicant's undergraduate academic record, recommendations, prior experience, graduate examination (GMAT or GRE) score, or alternate exam option, and approved English-language exam (TOEFL or IELTS) score for students whose native language is not English. Applicants will be invited to interview with the assistant dean.

The following guidelines apply:

- Transfer courses from other graduate programs will be assessed; typically, only nine semester credits, or 14 quarter credits, will be considered for transfer as a student enters the MBA, MBL or either of those degrees combined with a concentration.
- Whitworth requires the TOEFL or IELTS exam for all international applicants unless the applicant has acquired her/his bachelor's degree from the U.S. or from a country where the official language is English. A score of 88 on the Test of English as a Foreign Language (TOEFL) OR an overall score of 7.0 on the International English Language Testing System (IELTS) is considered the minimum for admission to Whitworth University. Test scores must be sent directly to Whitworth.
- A minimum GMAT score of 500 or a combined minimum GRE score of 300 is generally required for admission to the MBA and MBL programs. However, the committee takes a holistic perspective in its review. Appropriate consideration is given to all components of the application packet.
 - An entrance exam alternative may be requested.
- Each applicant must hold a bachelor's degree from a regionally accredited college or university. Students holding bachelor's degrees, or their equivalent, from a college or university outside of the United States may be asked to submit their transcripts to an independent transcript-evaluation agency for review.

Prerequisites

Whitworth's MBA and MBL programs require prior coursework or equivalent work experience in key functional areas of business. If applicants do not have the necessary background, Whitworth offers several online and self-paced completion methods to satisfy these requirements. Undergraduate introductory courses in the following disciplines are generally required for admission to the MBA, MBL or either of those degrees combined with a concentration. Applicable work experience can be applied after review:

- Financial accounting
- Managerial accounting

- Microeconomics
- Marketing
- Statistics
- Finance

Application Procedures

Online Application and \$50 Fee:

The online application has several components and gives you the opportunity to upload your résumé and essay, to send recommendation requests to your references, and to pay your \$50 application fee.

You also have the option of emailing your résumé and essay to us at a later time (gradadmissions@whitworth.edu). In addition to submitting your application materials, you will meet with the program director to talk about your particular goals in obtaining an MBA or MBL.

GMAT/GRE/Entrance-Exam Alternative:

Whitworth will waive the entrance-exam requirement for applicants with an undergraduate GPA of 3.25 or higher. (If your cumulative GPA is lower than 3.25 due to first- or second-year grades, we will consider the last 90 quarter/60 semester credits for your calculated GPA.) If your undergraduate GPA is below 3.25, please follow these instructions:

Exam Options:

- Submit an official GMAT score report (exam must have been taken in the last five years).
- Submit an official GRE score report (exam must have been taken in the last five years).
- Exam alternative: You may submit a 1,500-word analytical essay in lieu of GMAT or GRE scores. The essay should demonstrate your ability to analyze, synthesize and critically reflect upon information. Applicants must request this option through the admissions office and will be sent a case study to analyze in order to prepare a response.

When you complete your essay, submit it directly to the Whitworth Graduate Admissions Office at gradadmissions@whitworth.edu.

Please note: Applicants may be granted admission into Whitworth's MBA or MBL program, but they are not eligible for departmental academic scholarships awarded by the university unless a GMAT or GRE score report is submitted.

Résumé:

On your résumé, please include both work experience and, where applicable, service activities and recognitions.

We strongly recommend that applicants have full-time work experience. The admissions committee is especially interested in the quality of applicants' professional skills as evidenced by their level of responsibility, leadership, supervision and teamwork. The committee also considers the relevance of these skills both to applicants' intended course of study at Whitworth and to the career goals stated in their essays.

Service, activities and recognition, such as public, community or military service, travel experiences, extracurricular activities, and any honors or recognitions received, are all important indicators of an applicant's motivation and character. The most appropriate place to include this information is on your résumé. The accompanying essay may also be an appropriate place to discuss your personal background.

Recommendations:

Recommendations should come from individuals who have a superior working knowledge of the applicant, should be professional in nature, and should speak to the applicant's professional work, qualities, career potential and likelihood of success in the classroom.

Recommendations are completed via an online recommendation request sent directly to each reference once the applicant begins the application process.

Transcripts:

Though a student's GPA is reviewed for probability of academic success, we understand that undergraduate GPAs, particularly those from several years ago, may not reflect an applicant's current ability or commitment to academic success.

Order official transcripts from ALL colleges or universities previously attended; have them sent directly to us at the following address:

Whitworth University
Graduate Admissions
300 W. Hawthorne Road
Spokane, WA 99251

Personal Essay:

The essay is a critical component for assessing applicants' motivation for attending Whitworth's GSB programs; it sums up the applicants' background and goals, as well as their communication and presentation skills. In your essay, you are asked to respond to three particular questions: Why Whitworth? Why this program? Why now? Your essay should be no longer than one single-spaced page, or approximately 600 words. A strong essay will convey careful research on Whitworth and enthusiasm for the program.

Non-U.S. Citizens must also include the following:

- TOEFL and/or IELTS Tests

Whitworth requires the TOEFL or IELTS exam for all international applicants unless the applicant has acquired a bachelor's degree from the U.S. or a country where the official language is English. A score of 88 on the Test of English as a Foreign Language (TOEFL) OR an overall score of 7.0 on the International English Language Testing System (IELTS) is considered the minimum for admission to Whitworth University. Test scores must be sent directly to Whitworth.

For the TOEFL, an official score report must be sent directly to the Graduate Admissions office at Whitworth University (300 W. Hawthorne Road, Spokane, WA 99251), from the Educational Testing Service (ETS). Whitworth's institution code is 4593. To learn more about TOEFL or to request your score, contact ETS at its website. (<http://www.ets.org>)

- Student financial statement

A detailed International Student Financial Statement Form with supporting verification documents must be provided to the Whitworth Office of International Admissions. Submit documents to gradadmissions@whitworth.edu. In compliance with U.S. Immigration Service requirements, your documents must show evidence of adequate available financial resources to attend Whitworth and the MBA or MBL program.

An affidavit of financial support is required from students whose financial resources are supplemented **to any degree** by someone other than themselves. Use INS Form I-134 for sponsors from the U.S.

- University transcript and degree requirements

All applicants must hold a bachelor's degree from an accredited college or university. Requirements for admission include an undergraduate GPA of 3.0. International applicants with diplomas from non-English-speaking universities may be required to provide a professional credential evaluation of their university transcripts. To obtain a professional credential evaluation, submit official transcripts and/or documentation of degree earned to the following site:

World Education Services
www.wes.org/application/apply_now.asp (http://www.wes.org/application/apply_now.asp)
If you have any questions, contact WES:

U.S.A. Telephone/FAX 212.966.6311; email online: wes.org/contact (<https://www.wes.org/contact-us/>)

Please choose the "Document by Document" service. All transcripts and evaluations should be forwarded to Whitworth University.

Non-degree-seeking students may be asked to meet the requirements expected of degree candidates. Class enrollment is on a space-available basis, giving priority to degree-seeking students. Non-

matriculating students are generally limited to six credits in the MBA and MBL programs before they are expected to apply for admission.

International Students: In some cases, additional English-language study may be recommended, although such coursework does not apply toward the MBA, MBL, or either of those degrees combined with a concentration.

Academic Policies

Academic Standards:

1. Documentation of experience will be required of anyone petitioning to substitute experience for prerequisites. A four-semester-credit course load qualifies a student as being enrolled at three-quarter-time status. A three-semester-credit course load qualifies a student for part-time status.
2. To be considered a full-time student in the MBA, MBL or either of those degrees combined with a concentration, a student must complete at least six credits within the academic semester at the university. International students are required to be enrolled for each module to maintain full-time status in compliance with immigration guidelines.
3. A student may apply six semester credits of MBA or MBL coursework taken as a non-degree enrollee for completion of the degree. After completion of at least two courses with non-degree status, the student is encouraged to submit a formal application for degree standing.

Registration:

1. Registration every semester is based on a program plan that all students will pursue following admission into their program.
2. A student who officially drops or withdraws from classes during the course of the term is eligible for an adjustment of charges as follows:
 - First week: 100 percent
 - Second week: 80 percent
3. No refunds are given after the third week of class.

Features of the GSB Programs:

- Unique one- or two-year program.
- Courses taught by Whitworth faculty and area business professionals.
- Prepares students with a range of managerial and financial competencies required by today's employers.
- Small, evening seminar-style classes.

MBA Degree Requirements (36)

MB 501	Organizational Behavior and Leadership	3
MB 505	Managerial Accounting	3
MB 510	Corporate Finance	3
MB 513	Operations and Project Management	3
MB 515	Advanced Financial Statement Analysis	3
MB 517	Business Statistics and Decision Analysis	3
MB 522	Economics of the Firm	3
MB 525	U.S. Business Transactions Law	3
MB 526	Integrated Marketing Strategies	3
MB 529	Strategic Management	3
MB 530	Entrepreneurship and New Venture Creation	3
MB 535	Optimizing Human Resources	3

MBA with a Concentration in Executive Leadership (45)

MBA Core Requirements		36
Concentration Requirements:		
MB 550	Executive Leadership	3
MB 551	Transferable Team Performance	2

MB 552	Design Thinking	1
MB 553	Leadership in Society	3

MBA with a Concentration in Comprehensive Leadership (45)

MBA Core Requirements		36
Concentration Requirements:		
MB 560	Dynamics of Self-Analysis & Actualization	3
MB 561	Dynamics of Human Capital and Group Culture	3
MB 562	Dynamics of Organizational Effectiveness	3

MBA with a Concentration in Wealth Management (45)

MBA Core Requirements		36
MB 501	Organizational Behavior and Leadership	
MB 505	Managerial Accounting	
MB 510	Corporate Finance	
MB 513	Operations and Project Management	
MB 515	Advanced Financial Statement Analysis	
MB 517	Business Statistics and Decision Analysis	
MB 522	Economics of the Firm	
MB 525	U.S. Business Transactions Law	
MB 526	Integrated Marketing Strategies	
MB 529	Strategic Management	
MB 530	Entrepreneurship and New Venture Creation	
MB 535	Optimizing Human Resources	
Financial Planning Required Courses		6
FP 550	Wealth Management I	
FP 553	Wealth Management II	
Financial Planning Elective Course		3
FP 540	Financial Counseling	
FP 543	Retirement Planning & Employee Benefits	
FP 545	Income Tax Planning	
FP 558	Estate Planning	

MBA with a Concentration in Innovation & Change Management (46)

MBA Core Requirements		36
Concentration Requirements		10
MB 552	Design Thinking	
MB 553	Leadership in Society	
MB 540	Enterprise Risk Management	
MB 545	Change Management	

MBA with a Concentration in Strategic Management (45)

MBA Core Requirements		36
Concentration Requirements*		
MB 529	Strategic Management	3
MB 540	Enterprise Risk Management	3

MB 545	Change Management	3
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*same as certificate in Strategic Management

Master of Business Leadership Requirements (36)

Business Courses		18
MB 505	Managerial Accounting	
MB 510	Corporate Finance	
MB 513	Operations and Project Management	
MB 515	Advanced Financial Statement Analysis	
MB 517	Business Statistics and Decision Analysis	
MB 522	Economics of the Firm	
MB 525	U.S. Business Transactions Law	
MB 526	Integrated Marketing Strategies	
MB 529	Strategic Management	
MB 530	Entrepreneurship and New Venture Creation	
MB 535	Optimizing Human Resources	
MB 540	Enterprise Risk Management	
MB 545	Change Management	
Leadership Courses		18
MB 501	Organizational Behavior and Leadership	
MB 530	Entrepreneurship and New Venture Creation	
MB 545	Change Management	
MB 550	Executive Leadership	
MB 551	Transferable Team Performance	
MB 552	Design Thinking	
MB 553	Leadership in Society	
MB 560	Dynamics of Self-Analysis & Actualization	
MB 561	Dynamics of Human Capital and Group Culture	
MB 562	Dynamics of Organizational Effectiveness	
MB 591	Leadership Independent Study	

MBL with Concentration in Comprehensive Leadership requirements (45)

MBL Requirements		36
Concentration Requirements*		9
MB 560	Dynamics of Self-Analysis & Actualization	
MB 561	Dynamics of Human Capital and Group Culture	
MB 562	Dynamics of Organizational Effectiveness	

*same as certificate in Comprehensive Leadership

MBL with Concentration in Executive Leadership requirements (45)

MBL Requirements		36
Concentration Requirements*		9
MB 550	Executive Leadership	
MB 551	Transferable Team Performance	
MB 552	Design Thinking	
MB 553	Leadership in Society	

*same as certificate in Executive Leadership

MBL with Concentration in Wealth Management requirements (45)

MBL Requirements		36
Financial Planning Required Courses		6
FP 550	Wealth Management I	
FP 553	Wealth Management II	
Financial Planning Elective (choose 1 course from the following:)		3
FP 543	Retirement Planning & Employee Benefits	
FP 558	Estate Planning	
FP 545	Income Tax Planning	
FP 540	Financial Counseling	

MBL with Concentration in Innovation & Change Management Requirements (46)

MBL Requirements		36
Concentration in Innovation & Change Management Requirements*		10
MB 540	Enterprise Risk Management	
MB 545	Change Management	
MB 552	Design Thinking	
MB 553	Leadership in Society	

*same as certificate in Innovation & Change Management

MBL with Concentration in Strategic Management Requirements (45)

MBL Requirements		36
Concentration in Strategic Management Requirements*		9
MB 529	Strategic Management	
MB 540	Enterprise Risk Management	
MB 545	Change Management	

*same as certificate in Strategic Management

Master of Science in Financial Planning requirements (30)

Required Courses		21
FP 540	Financial Counseling	
FP 543	Retirement Planning & Employee Benefits	
FP 545	Income Tax Planning	
FP 550	Wealth Management I	
FP 553	Wealth Management II	
FP 558	Estate Planning	
FP 560	Capstone in Financial Planning	
Elective Courses		9
MB 501	Organizational Behavior and Leadership	
MB 505	Managerial Accounting	
MB 510	Corporate Finance	
MB 513	Operations and Project Management	

MB 515	Advanced Financial Statement Analysis
MB 517	Business Statistics and Decision Analysis
MB 522	Economics of the Firm
MB 525	U.S. Business Transactions Law
MB 526	Integrated Marketing Strategies
MB 529	Strategic Management
MB 530	Entrepreneurship and New Venture Creation
MB 535	Optimizing Human Resources
MB 540	Enterprise Risk Management
MB 545	Change Management
MB 550	Executive Leadership
MB 551	Transferable Team Performance
MB 552	Design Thinking
MB 553	Leadership in Society
MB 560	Dynamics of Self-Analysis & Actualization
MB 561	Dynamics of Human Capital and Group Culture
MB 562	Dynamics of Organizational Effectiveness

M.S. in Financial Planning, concentration in Biblical Stewardship and Leadership requirements (39)

MSFP Requirements		30
Concentration Requirements		
FP 548	Biblical Financial Stewardship	3
Leadership Electives		6
MB 501	Organizational Behavior and Leadership	
MB 530	Entrepreneurship and New Venture Creation	
MB 550	Executive Leadership	
MB 551	Transferable Team Performance	
MB 552	Design Thinking	
MB 553	Leadership in Society	
MB 560	Dynamics of Self-Analysis & Actualization	
MB 561	Dynamics of Human Capital and Group Culture	
MB 562	Dynamics of Organizational Effectiveness	
Leadership Internship		

M.S. in Financial Planning, concentration in Comprehensive Leadership requirements (39)

MSFP Requirements		30
Concentration Requirements*		9
MB 560	Dynamics of Self-Analysis & Actualization	
MB 561	Dynamics of Human Capital and Group Culture	
MB 562	Dynamics of Organizational Effectiveness	

*same as certificate in Comprehensive Leadership

M.S. in Financial Planning, concentration in Executive Leadership requirements (39)

MSFP Requirements		30
Concentration Requirements*		9

MB 550	Executive Leadership	
MB 551	Transferable Team Performance	
MB 552	Design Thinking	
MB 553	Leadership in Society	
*same as certificate in Executive Leadership		

M.S. in Financial Planning, concentration in Innovation & Change Management requirements (40)

MSFP Requirements		30
Concentration Requirements*		10
MB 540	Enterprise Risk Management	
MB 545	Change Management	
MB 552	Design Thinking	
MB 553	Leadership in Society	
*same as certificate in Innovation & Change Management		

M.S. in Financial Planning, concentration in Strategic Management requirements (39)

MSFP Requirements		30
Concentration Requirements*		9
MB 529	Strategic Management	
MB 540	Enterprise Risk Management	
MB 545	Change Management	
*same as certificate in Strategic Management		

Certificate in Comprehensive Leadership Certificate Requirements (9)

MB 560	Dynamics of Self-Analysis & Actualization	3
MB 561	Dynamics of Human Capital and Group Culture	3
MB 562	Dynamics of Organizational Effectiveness	3

Certificate in Executive Leadership Certificate Requirements (9)

MB 550	Executive Leadership	3
MB 551	Transferable Team Performance	2
MB 552	Design Thinking	1
MB 553	Leadership in Society	3

Certificate* in Financial Planning Certificate Requirements (21)

FP 540	Financial Counseling	3
FP 543	Retirement Planning & Employee Benefits	3
FP 545	Income Tax Planning	3
FP 550	Wealth Management I	3
FP 553	Wealth Management II	3
FP 558	Estate Planning	3
FP 560	Capstone in Financial Planning	3

*Certificate program meets coursework requirements to sit for the CFP® Exam

Certificate in Innovation & Change Management Certificate Requirements (10)

MB 540	Enterprise Risk Management	3
MB 545	Change Management	3
MB 552	Design Thinking	1
MB 553	Leadership in Society	3

Certificate in Strategic Management Certificate Requirements (9)

MB 529	Strategic Management	3
MB 540	Enterprise Risk Management	3
MB 545	Change Management	3

FP Courses

FP 540 Financial Counseling 3

This course addresses best practices in assisting individuals and families facing financial challenges and increasing their level of financial literacy and capability; minimizing sub-optimal financial decisions; proactive management of credit and debt, credit score planning; communication skills and development of working alliance with client; recent advances in behavioral economics and its importance in the personal financial planning and counseling process.

FP 543 Retirement Planning & Employee Benefits 3

Design and plan the implementation of retirement plans and employee benefits from the perspective of both employer and employee. Understand basic pension and tax-advantaged plans as well as advanced retirement savings, deferred compensation, employee stock options (qualified and non-qualified), and governmental benefits, including social insurance.

FP 545 Income Tax Planning 3

This course is introduction to current tax laws, regulations, and principles and to the structure of tax laws that affect individuals/families. Students will learn how current tax planning strategies/practices are affected by legislative, administrative, and judicial interpretations/changes to the tax code and how to manage tax liability through proper financial planning.

FP 548 Biblical Financial Stewardship 3

This course examines a biblical view of managing money and resources. It will also cover professional issues in financial planning, including ethical considerations, in working with faith-based clientele. Discussions will center on students' worldviews, biblical views, and how each relate to managing money and resources.

FP 550 Wealth Management I 3

This course focuses on the theory and practice of wealth management with a special emphasis on the basic tools, techniques, and methodologies employed by financial planners. Topics covered include but are not limited to: portfolio construction, techniques, investment portfolio risk-return relationship, portfolio management, fundamentals of portfolio design, diversification and allocation, fundamental analysis, mutual fund and Exchange Traded Fund research and selection, fund manager selection, investment policies and philosophies, and financial planning issues in asset management.

FP 553 Wealth Management II 3

This course focuses on the advanced concepts in theory and practice of Wealth Management. Emphasizing the tools and techniques necessary to build a portfolio using both financial planning software and theories employed by the financial planning profession. Topics covered include but are not limited to: portfolio Construction, techniques, investment portfolio risk-return relationship, portfolio management, fundamentals of portfolio design, diversification and allocation, fundamental analysis, mutual fund and Exchange Traded Fund research and selection, fund manager selection, investment policies and philosophies, and financial planning investment software.

FP 558 Estate Planning 3

This course addresses principles and practices of, family estate planning; advanced methods of, property transfer via gifting and death, including, multi-generational techniques; advanced strategies, for minimization of estate/trust income taxes; advanced strategies appropriate to closely-held, businesses; and implications of public policy, related to estate planning.

FP 560 Capstone in Financial Planning 3

This course examines professional issues in, financial planning, including ethical, considerations, regulation and certification, requirements, written communication skills, and, professional responsibility. Students are expected, to utilize skills obtained in other courses and, work experiences in the completion of a, comprehensive personal finance case, other, mini-case studies, and calculation templates.

MB Courses

MB 501 Organizational Behavior and Leadership 3

This course explores a range of modern leadership, principles and their influence on team and, organizational dynamics. The philosophical, framework is servant leadership and the importance, of leaders bringing out and developing the full, potential of all of their people. The diagnosis of, adaptive challenges and optimal methods for, addressing them is explored, and the application, and internalization of the most relevant, principles for each student is fostered through, guest speakers, group discussions and written, reflections. Students will experience a permanent, increase in their value to any organization and, their future potential.

MB 505 Managerial Accounting 3

This course focuses on managerial accounting and, its key role in supporting the operational and, strategic needs of an enterprise. Topics will, include managerial decision-making and internal, reporting using accounting information and, various analytical tools. Current issues in, managerial accounting as well as case analysis, will be integral components of this course.

MB 510 Corporate Finance 3

The objective of this course is to further develop, the students' ability to use quantitative methods, in financial decision-making. This course will, discuss capital budgeting, valuation, capital, structure and payout policy. The course's, objective is to provide a theoretical framework, for considering corporate finance problems and, issues and to apply these concepts in practice., Prerequisites: MB 505.

MB 513 Operations and Project Management 3

This course covers the tools used for managing, projects in organizations, and provides the, opportunity for a real-world application of the, concepts comprising project management. Topics, covered in this course range from operations, strategy, process planning and analysis, quality, management, supply chain management, service, profit chain, forecasting, and logistics, management. Students will develop an, understanding of the strategic importance of, operations and how operations can provide a, competitive advantage in the marketplace.

MB 515 Advanced Financial Statement Analysis 3

This course will provide students with tools to, analyze information in corporate financial, statements. The course will teach students how to, use financial statement information for firm, valuation and other economic decisions. The course, will also help students understand and analyze the, issues that corporate managers face as they design, and implement financial reporting strategies, increasing students' ability to assess accounting, quality, and detect and undo earnings management., Prerequisites: MB 510.

MB 517 Business Statistics and Decision, Analysis 3

The course is designed to build competencies in, applied statistics and research as applied to, workplace decisions, problems, and opportunities., By the time the student completes the course, they, will have a solid foundation in statistical, thinking and will know how to design, conduct, and, interpret the results of fact and data-based, research. Topics include research design, hypothesis testing, linear and logistic regression, analysis, analysis of variance, factor and, discriminant analysis, non-parametric techniques, forecasting, and quantitative decision modeling.

- MB 522 Economics of the Firm** 3
 This course explores the role of the firm within, the broad economic environment, incorporating, global, national, regional and local issues., Beginning with a brief history of the origin of, the firm by studying the basic theories of Adam, Smith, and other influential economic thinkers., this course studies the scope of the firm and its, organization, as well as existing economic, theories of the firm. This course applies the, critical theories of economics to real-world and, fundamental business issues using economic, concepts and applying the theory of the firm to, practical and current issues.
- MB 525 U.S Business Transactions Law** 3
 This course addresses laws affecting business, transactions and includes an introduction to law., court systems, torts, criminal law, contracts, and, business organizations. We will explore the, framework of US laws by examining the issues, affecting the rights and responsibilities of, individuals, as well as corporate citizens.
- MB 526 Integrated Marketing Strategies** 3
 In this class we will study the ways organizations, of all sizes and types go about finding., attracting and retaining customers. We will study, customers' needs, hopes, wants, dreams, habits., and motivations. We will explore ways, organizations can meet those needs and wants, through their marketing strategies and tactics, while operating within a dynamic, competitive and, increasingly global environment. Students will, undertake activities that enhance their academic, knowledge base, and provide a basis of the, application of marketing strategies and tactics, into professional experiences. This course seeks, to be an integrative experience that also requires, students to deal with the relationships between, the various aspects of marketing and other, functional areas of business.
- MB 529 Strategic Management** 3
 This capstone course focuses on case studies., simulations, and lecture/presentations to help, understand the changing dynamics of strategy., Implementation for large and small business, entities will be examined. The balance of global, scale efficiency, target market responsiveness., and worldwide innovation will be analyzed.
- MB 530 Entrepreneurship and New Venture, Creation** 3
 This course explores key principles of business, formation and development across the spectrum from, the smallest family business to businesses with, global ambitions. These principles will be, reinforced and internalized through the, perspectives of visiting entrepreneurs, written, individual applications of key principles, and a, small group business plan project that also, teaches teamwork. The benefits will apply to, anyone starting a new business, anyone working in, a startup, and anyone launching a new initiative, within an existing organization, which is, intrapreneurship.
- MB 535 Optimizing Human Resources** 3
 This course focuses on the underlying strategic, role of human resource management as applied in, domestic and global organizations. Emphasis is, placed on the impact of international changes and, trends that will affect human resource practices., Topic areas include competitive strategy and, positioning considerations for planning., recruitment, selection, training, performance, appraisal, compensation, benefits administration, and union/management relations. The course also, develops a working knowledge of legal issues that, include relevant ethical, moral, social and, political concerns.
- MB 540 Enterprise Risk Management** 3
 This course addresses the operational and, financial risks faced by firms and the study of, various methods of handling these risks, including, loss prevention, risk retention, self-insurance., corporate insurance programs, and capital markets., Corporate risk will be analyzed through the lens, of enterprise risk management, and we will, approach the conversation through four units: essentials, governance, theory, applications and, measurement issues. By the end of the course., students will a solid understanding of Risk, Management as it applies to corporations and other, organizations.

MB 545 Change Management 3

Change Management is the practice of applying a structured approach to the transition of an organization from a current state to a future state to achieve expected outcome(s). Change Management works in collaboration with Project Management to minimize the disruptive effects of change and to increase the likelihood of achieving the future state. In this course we will approach the topic through four frameworks: lived experience, theory, research, theory in practice, (application).

MB 550 Executive Leadership 3

This course provides an in-depth examination of prominent organizational leadership theory from the classic thinkers such as Drucker, Burns, Covey, to modern day experts such as Simon Sinek by overlaying these foundation and fundamental approaches with students' current leadership positions. This course is designed for self-examination and self-reflection for purposes of further developing students' executive leadership capacity while teaching them how to handle common organizational struggles and challenges.

MB 551 Transferable Team Performance 2

Using the Outdoors as a platform for perceived risk, task, and organization we will explore concepts of organizational performance, team dysfunction, and small group development. Utilizing current theories and comparing them to, translatable effect in a unique environment, students will synthesize previous experience and experience in this course into effective building of teams and mission success for their organizations in future pursuits.

MB 552 Design Thinking 1

The Design Thinking course includes a two-day practicum intended to immerse students in the theory of design thinking, an innovative, problem-solving methodology rapidly gaining momentum in the academic and business communities. In addition to immersion in the theoretical aspects of design thinking, this practicum will illustrate the theory through the analysis of real-world business and non-profit case studies, and it will expose students to a wide range of ethnographic tools developed to optimize each phase of the design thinking process. This practicum is a prerequisite for MB-553.

MB 553 Leadership in Society 3

This course provides a comprehensive and final review of essential leadership theories, tools, and applications. Students will implement the concepts of design think methodology in a capstone project through intensive experiential learning, where students are charged with crafting a creative solution to an identified societal problem. This project will underscore that leadership is not about you but rather the impact you can have on others. Prerequisites: MB-552.

MB 560 Dynamics of Self-Analysis & Actualization 3

This course provides a comprehensive review of essential leadership concepts, tools and applications, focusing on the theory and fundamental concepts of adaptive leadership. We will examine the theory of adaptive leadership, explore leadership from a faith-based perspective, and study the life and leadership of historically prominent thinkers and activists to discover the motivations, psychological development and pathways to actualization among leaders. For Institute of Leadership fellows only.

MB 561 Dynamics of Human Capital and Group Culture 3

This course provides a comprehensive review of essential leadership concepts, tools, and applications and will focus on the theory and fundamental concepts of servant leadership. We will examine the theory of servant leadership, explore leadership from a faith-based perspective, and study the life and leadership of pivotal past presidents, classical thinkers and human rights activists. This course will examine organizational theory surrounding teams, highlight effective tools, and study some of the great teams of business, through both a theoretical as well as philosophical perspective. For Institute of Leadership fellows only.

This course provides a comprehensive review of,essential leadership concepts, tools, and,applications and will focus on the theory and,fundamental concepts of Adaptive Leadership. We,will examine the theory of Adaptive Leadership,,examine leadership from a faith-based perspective,,and study the life and leadership of Nelson,Mandela. Ambitious efforts to improve,organizations are commonplace, so the problem does,not lie in a failure to try. The problem lies in,the repeated misapplication of prescriptions that,have failed or been marginally successful in the,past. This lack of imagination in approaching,organizational challenges is the difference,between the noble aspirations of organizational,leaders and the disappointing outcomes so often,observed.