BILL AND VIEVE GORE SCHOOL OF BUSINESS PROGRAMS

GRADUATE BUSINESS CERTIFICATES

Faculty

- **Dax Jacobson,** Dean
- **Chelsea Dye,** Director of Master of Accountancy
- **Michael Keene,** MBA Programs Director

Graduate Certificates are available as a program of graduate business study for individuals who:

- Currently possess a bachelor's degree and wish to pursue graduate certification in a specific business discipline with or without the completion of an MBA.
- Already possess a graduate business degree and wish to enhance or update their skills.
- Are completing a MBA or MBATC degree and desire additional specialization in a single business discipline.

Between 8 and 24 graduate semester hours are required to complete a Graduate Certificate. A certificate may be completed in conjunction with the MBA degree or the MBATC degree. Students who desire to complete more than one graduate certificate may apply required course and/or elective credits to only one certificate. Individuals without prior undergraduate coursework in business, or who graduated with a business degree five or more years ago must complete prerequisite courses as identified in the respective certificate requirements. Students must declare their certificate program with the MBA Graduate Directors prior to applying for graduation. Courses must be completed at Westminster University.

Graduate Certificate in Professional Accounting

Faculty Champion: Chelsea Dye, Associate Professor

A Graduate Certificate in Professional Accounting is available as a program of graduate business study for individuals who:

- Already possess a graduate business degree and wish to enhance or update their skills.
- Are completing a MBA or MBATC degree and desire additional specialization in a single business discipline.

The Graduate Certificate in Professional Accounting requires 12 graduate semester hours. The 12 semester hours must be taken at Westminster University. Individuals without prior undergraduate coursework in accounting, must complete prerequisite courses as identified in the certificate requirements. Students must formally declare their accounting certificate with the Graduate Program Advisor prior to graduation.

Requirement Description	Credit Hours	Prerequisites
I. Prerequisite Courses	**24**	
ACCT 350 Intermediate Accounting I	4	ACCT 313
ACCT 360 Intermediate Accounting II	4	ACCT 350
ACCT 374 Cost Accounting	4	ACCT 213
ACCT 454 Auditing	4	ACCT 360
ACCT 467 Accounting Information Systems	4	ACCT 313; BUSI 300
ACCT 474 Individual Income Taxation	4	ACCT 313
II. Required Certificate Courses	**12**	
For Westminster MBA/MBATC students: Complete twelve credit hours in graduate accounting courses that must include 2 hours of audit and 2 hours of taxation from the following:		
Audit		
MACC 608 Auditing and Attestation	2	co-requisite: MACC 653
MACC 653 Advanced Audit	1	co-requisite: MACC 653
Taxation		
MACC 611 Advanced Topics in Federal Taxation	2	
MACC 622 Taxation of Corporations I	2	
MACC 624 Taxation of Pass-Through Entities I	2	
MACC 630 Federal Taxation of S-Corporations	2	
Additional Options		

Requirement Description	Credit Hours	Prerequisites
MACC 603 Financial Accounting Research	2	
MACC 604 Governmental and Non-Profit Accounting	2	
MACC 620 Accounting Ethics	2	
MACC 650 Corporate Governance	1	
MACC 651 Financial Accounting and Reporting	2	
MACC 652 Business Regulation	2	
MACC 653 Advanced Audit	1	co-requisite: MACC 608
MACC 655 Forensic Accounting and Financial Investigations	2	
For students with an MBA from another institution, the following courses are required:		
MBA 604B Financial Statement Analysis	2	
MBA 630C Managerial Accounting	2	MBA 603B, 604B
Total Hours for the Program	**12-36**	

Graduate Certificate in Business Management

Faculty Champion: Michael Keene, Associate Professor

The Graduate Certificate in Business Management requires 8 graduate semester hours of coursework described below:

Requirement Description	Credit Hours	Prerequisites
I. Required Courses	**8**	
MBA 605C Communication	2	
MBA 615C Strategy	2	
MBA 625C Leadership	2	
MBA 635C Marketing	2	
Total Hours for the Graduate Certificate in Business Management	**8**	

Graduate Certificate in Executive Leadership

Faculty Champion: Michael Keene, Associate Professor

The Graduate Certificate in Executive Leadership requires 8 graduate semester hours of coursework described below:

Requirement Description	Credit Hours	Prerequisites
I. Required Courses	**8**	
MBA 645C Ethics and Governance	2	
MBA 655C High Performance Organization	2	
MBA 665C Global Management	2	
One Leadership Elective Approved by Program Director	2	
Total Hours for the Graduate Certificate in Executive Leadership	**8**	

Graduate Certificate in Quantitative Business Skills

Faculty Champion: Richard Haskell, Associate Professor

The Graduate Certificate in Quantitative Business Skills requires 8 graduate semester hours of coursework described below:

Requirement Description	Credit Hours	Prerequisites
I. Required Courses	**8**	
MBA 610C Data	2	
MBA 620C Economics	2	
MBA 650C Operations	2	
One Analytics Elective Approved by Program Director	2	
Total Hours for the Graduate Certificate in Quantitative Business Skills	**8**	

Graduate Certificate in Executive Financial Management

Faculty Champion: Richard Haskell, Associate Professor

The Graduate Certificate in Executive Financial Management requires 8 graduate semester hours.

Requirement Description	Credit Hours	Prerequisites
I. Required Certificate Courses	**8**	
MBA 630C Managerial Accounting	2	
MBA 640C Executive Financial Decision Making	2	
MBA 660ECC & 660EH Investment Strategy and Applications (or other electives approved by program director)	4	
Total Hours for the Graduate Certificate in Executive Financial Management	**8**	

Graduate Certificate in Technology Commercialization

Faculty Champion: Michael Keene, Associate Professor

The Graduate Certificate in Technology Commercialization requires 8 graduate semester hours.

Requirement Description	Credit Hours	Prerequisites
I. Required Certificate Courses	**8**	
MBATC 641 Organization, Technology, and Society	2	
MBATC 644 Intellectual Property Strategy	2	
MBATC 647 Marketing Innovative Products	2	
MBATC 651 New Product Development	2	
Total Hours for the Graduate Certificate in Technology Commercialization	**8**	

MASTER OF ACCOUNTANCY (MACC)

Faculty & Staff

- **Dax Jacobson,** Dean
- **Chelsea Dye,** MACC Program Director

The Master of Accountancy is designed to meet the needs of students interested in a professional career in accounting. Students completing this program will be well-prepared to sit for the CPA exam and positioned to accept high-level leadership roles in either public accounting or corporate environments. For CPA licensure in Utah, an applicant must pass the four sections of the CPA exam, complete 2000 hours of accounting-related experience under a CPA, and meet minimum education requirements. The education requirement may be satisfied by completion of an undergraduate and graduate degree in accounting from an AACSB or ACBSP accredited program.

Program Goals

Upon completion of the Master of Accountancy, students will be able to:

- Demonstrate a mastery of accounting fundamentals and professional standards within the core accounting areas:
  - Financial Accounting
  - Managerial/Cost Accounting
  - Tax
  - Audit

- Analyze and evaluate ethical situations that might arise in a professional environment.
- Communicate effectively in writing, orally and interpersonally.
- Analyze complete financial problems, make reasonable assumptions, and develop and support appropriate solutions.

Program Requirements

The program requires 30 credits for those students who have completed a bachelor's degree in Accounting or 26 hours for students who have completed required courses as Early Entrants to the MACC Program. It is expected that these students will complete the program in one calendar year. Students with other academic preparation are also encouraged to apply, and complete additional credits of prerequisite course work. Admitted students will be officially informed which, if any, prerequisite classes are required at the time of admission. Admission to the program is possible during Fall, Spring and Summer semesters. The typical expected credit load per semester is 12 credits in Fall, 12 credits in Spring, and 6 credits in the Summer. The typical expected Spring credit load will be reduced to 8 credits for Early Entrants to the MACC Program.

Requirement Description	Credit Hours	Prerequisites
I. Prerequisite Courses	**24***	
For students without a Bachelor's Degree in Accounting*		
ACCT 350 Intermediate Accounting I	4	ACCT 313
ACCT 364 Intermediate Accounting II	4	ACCT 350
ACCT 374 Cost Accounting	4	ACCT 213
ACCT 454 Auditing	4	ACCT 360
ACCT 467 Accounting Information Systems	4	ACCT 313, BUSI 300
ACCT 474 (or ACCT 471/472) Individual Income Tax	4	ACCT 313
II. Required Courses	**22**	
MACC 602 Information Technology in the Business Environment	2	
MACC 603 Financial Accounting Research	2	
MACC 604 Governmental and Non-Profit Accounting	2	
MACC 608 Auditing and Attestation	2	
MACC 611 Advanced Federal Taxation	2	
MACC 612 Accounting Analytics	2	
MACC 620 Accounting Ethics	2	
MACC 622 Taxation of Corporations I	2	
MACC 624 Taxation of Pass-Through Entities I	2	
MACC 605C Communication and Teamwork	2	
MACC 630C Managerial Accounting	2	
MACC Electives	4	
MBA Electives	4	
Total Hours for the MACC Program	**30**	

*Students entering with a bachelor's degree in Accounting from an AACSB or ACBSP accredited institution will not be required to take prerequisites. Students without a bachelor's degree as specified will be notified by the program director which prerequisite classes will be required based upon a review of transcripts. For an initial assessment, please contact the MBA & Graduate Program Operations Director, or the Graduate Business Programs Advisor. Prerequisite courses are charged at the undergraduate tuition rate.

Recommended Plan of Study

	Fall Semester	Spring Semester	Summer Semester
Block 1	MACC 624 MBA 630C	MACC 604 MBA 605C MBA Elective	MACC Elective MACC 608
Block 2	MACC 611 MBA 622 MACC Elective	MACC 602 MACC 620 MBA Elective	
Full Semester	MACC 603		MACC 612

MASTER OF BUSINESS ADMINISTRATION (MBA)

Faculty

- **Dax Jacobson,** Dean
- **Michael Keene,** MBA Programs Director

The Bill and Vieve Gore School of Business is dedicated to providing distinctive academic programs within a learner-centered environment. We are purposeful in designing and facilitating learning activities that are integrated across business and liberal arts disciplines. This integration enhances the capabilities of our graduates in written and oral communication, computing and technology, international dimensions, critical thinking, ethics, social responsibility, and team effectiveness. Most importantly, our students are prepared for a life of learning within changing social, technological and economic conditions.

Accredited by the Association of Collegiate Business Schools and Programs (ACBSP), the programs of the Gore School of Business reflect Westminster University's continuing commitment to provide a student-oriented learning environment and innovative education of exceptional quality. Our integrated programs contribute to students' effectiveness as citizens and agents of change, making our alumni a very significant network of influence worldwide.

The MBA program prepares students to be executive leaders in organizations. The program is designed so that students have flexibility in completing their core and elective coursework, and can pursue their aspirations without interrupting their professional careers. Coursework provides students with a well-integrated understanding of areas of business so that graduates are prepared to be leaders at the senior level of an organization. Once students complete their core courses, they can choose to focus on a particular topic area more intensively by completing a graduate certificate.

Program Goals

Graduate programs in the Bill and Vieve Gore School of Business prepare students for executive decision making in dynamic business environments. Students build skills in decision making through a combination of coursework, experiential requirements, skill-building exercises and live consulting projects. Innovative delivery of courses gives students expertise in the functional areas of business.

In addition to building expertise in the functional areas of business, students completing graduate programs in the Bill and Vieve Gore School of Business are required to demonstrate mastery in the following competency areas:

- **Strategic and Innovative Thinking**
  - Compare different scenarios or strategies that affect the competitive position and success of an organization.
  - Develop innovative solutions that generate value for organizational stakeholders.
  - Evaluate the success of implemented strategies.
- **Global Perspective**
  - Interpret business solutions from a global citizen's point of view.
  - Assess the interdependence of global systems on business outcomes.
  - Evaluate the social, legal, economic, cultural, and political issues and trends that affect the way business is conducted.
- **Critical, Analytical, and Reflective Thinking**
  - Explain logical solutions to complex or unstructured problems.
  - Evaluate assumptions, evidence and implications.
  - Support claims and conclusions with evidence and logic.
  - Synthesize other perspectives and positions.
  - Evaluate the results of one's decisions and actions to guide continuous improvement.
- **Effective Communication**
  - Evaluate intended audiences' characteristics and tailor messages accordingly.
  - Analyze and select communication methods and technologies that are appropriate to the objective and situation.
  - Develop well-organized, persuasive arguments, supported by evidence and reasoning.
  - Deliver verbal, written and visual messages to individuals and groups clearly, credibly, concisely, and persuasively.
  - Listen in a way that demonstrates and builds understanding.
- **Ethics and Social Responsibility**
  - Identify ethical issues and challenges encountered within an organization and determine how they affect the various stakeholders.
  - Explain the impact of social responsibility on an organization, relevant communities, and society.
  - Discriminate between legal and ethical standards and devise solutions to address both.

- **Leadership and Teamwork**
  - Articulate desired results and ensure that results are achieved.
  - Manage decision-making and problem-solving processes.
  - Motivate and influence individuals and groups to solve problems and make sound decisions.
  - Create effective teams by clarifying team goals, selecting suitable members, allocating work, establishing norms, and assigning accountability.
  - Collaborate with others in pursuit of team goals by soliciting input, giving and receiving feedback, addressing problems, and personally contributing to the team's work.
  - Build and maintain productive interpersonal relationships with others.
- **Functional Integration and Application**
  - Assess quantitative and qualitative information to measure and evaluate organizational processes and performance.
  - Integrate skills learned throughout the graduate program and use them to solve business problems and make effective decisions.

Program Requirements

For students who have completed an undergraduate degree in a business discipline from an ACBSP or AACSB-accredited business school within the past five years, the MBA Program requires 32 credit hours for completion. Students with a non-business related undergraduate degree will be required to successfully complete a series of foundational literacy courses comprising an additional 5 credit hours of study. Courses are completed in the following areas: Fundamentals, Analysis, Leadership, Communication, Strategy, Global Orientation, Electives, and Capstone. Courses are delivered in a blended format, meaning that courses may use a combination of classroom, online, competency-based and experiential components. In the classroom, courses may use a combination of learning methods, such as lecture, case study, or in-class projects.

Fundamentals courses focus on business concepts and skills that all graduate business students must master before beginning their program. Topics covered are marketing, economics, quantitative analysis, finance, and accounting. Students who enter the MBA program with a mastery of these topics (i.e., through undergraduate coursework or work experience) may challenge between one and five credit hours of Fundamentals courses by successfully completing one or more challenge exams. The credit that would have been earned through the completion of Fundamentals courses will be applied to students' elective credit requirements. Students with business-related undergraduate degrees (e.g. accounting, finance, economics, information systems, marketing, management) may be exempted from the Fundamentals courses.

MBA Core: Analysis, Leadership & Communication, and **Strategy & Global Orientation** courses are the core of the program and may be taken as early as desired upon completion of prerequisites. An international context tour (i.e., Global Orientation) is required for graduation and may be taken after completing at least 24 credit hours in the program. The Global Orientation class focuses on the business environment of a specific region or country. Economic, social, financial, and demographic aspects of diverse and multicultural environments are considered. Students travel to the region studied (outside of the United States) for a 10-day period where they will analyze aspects of doing business in a global environment. Students are encouraged to draw on the knowledge they have gained throughout their MBA studies when completing assignments.

The Capstone course is taken upon completion of all core courses and serves as the final course for the MBA program. The Capstone course is designed to provide students an opportunity to demonstrate their knowledge and ability to apply the concepts they have learned during their MBA program. The ETS examination is administered in conjunction with the Capstone course. Get more information on the ETS exam. Exceptions may be considered by program chair when relocation or other conditions make completion of the test impractical.

Elective courses may be taken as early as desired upon completion of prerequisites.

A plan of study, which will show all courses necessary to meet the degree requirements, will be filed when a student is enrolled into the program. The MBA Program advisor must approve each student's plan of study.

If a student deviates from their plan of study without **PRIOR** written and documented approval, those courses may **NOT** be counted toward graduation requirements. Taking unapproved courses will be a costly and time intensive mistake. If you are in doubt about a course, please call or email the MBA office and make an appointment with your advisor **BEFORE** starting the class.

Transfer policy. A maximum of nine approved graduate hours may be transferred toward the MBA Program from other professionally accredited institutions (e.g., AACSB or ACBSP) upon the written permission of the program director.

Courses eligible for transfer are only those that contribute to, or build upon, the goals of the MBA program. Courses completed at other graduate institutions must have a minimum grade of B to be eligible for credit.

Lowest passing grade. A grade of C is the lowest passing grade for all courses.

Requirement Description	Credit Hours	Prerequisites
I. Fundamentals	**0-5**	
These fundamentals courses are required for those students with a non-business undergraduate degree and those with a business degree older than five years and/or from a non-ACBSP or ACCSB-accredited business school.		
MBA 600B Marketing Fundamentals	1	
MBA 601B Survey of Economics	1	
MBA 602B Business Quantitative Analysis	1	
MBA 603B Financial Markets and Institutions	1	
MBA 604B Financial Statement Analysis	1	
II. MBA Core	**24**	

Requirement Description	Credit Hours	Prerequisites
MBA 605C Communication and teamwork	2	
MBA 610C Data and Decision Analytics	2	MBA 602B*
MBA 615C Creating Competitive Strategies	2	
MBA 620C Managerial Economics	2	MBA 601B*, 602B*
MBA 625C Leadership and Decision Making	2	
MBA 630C Managerial Accounting	2	MBA 603B*, 604B*
MBA 635C Marketing Management	2	MBA 600B*
MBA 640C Executive Decision Making and Financial Performance	2	MBA 603B*, 604B*
MBA 645C Ethics and Corporate Governance	2	
MBA 650C Operations Management	2	MBA 610C
MBA 655C High Performance Business Strategies	2	MBA 615C
MBA 665C Competing in a Global Environment	2	Completion of 24 hours
III. Capstone	**2**	
MBA 670C MBA Capstone	2	Must be taken in final semester
ETS Major Field Test for the MBA -- Taken with MBA 670C		
IV. MBA Electives	**6**	
Select graduate-level courses at Westminster University may be used to satisfy elective requirements. See advisor for list of approved courses.		
Total Hours for the MBA Program	**32-37**	

* Fundamentals applied to MBA students completing 37 credit hours

Recommended Plan of Study for the MBA

		Fall Semester	Spring Semester	Summer Semester
Year 1	**Block 1**	MBA 605C MBA 625C	MBA 610C	
	Block 2	MBA 615C	MBA 620C MBA 640C	
	Full Semester			MBA 645C MBA Elective
Year 2	**Block 1**	MBA 635C	MBA 630C MBA 665C	
	Block 2	MBA Elective	MBA 655C MBA Elective	
	Full Semester	MBA 650C		MBA 670C ETS Exam

Recommended Plan of Study for the MBA when Fundamentals are required

		Fall Semester	Spring Semester	Summer Semester
Year 1	**Block 1**	MBA 600B MBA 601B MBA 603B	MBA 615C MBA 620C	
	Block 2	MBA 602B	MBA 625C	

		MBA 604B	MBA 640C	
	Full Semester			MBA 605C MBA 610C
Year 2	**Block 1**	MBA 635C MBA Elective	MBA 645C MBA 665C	
	Block 2	MBA 630C	MBA 655C MBA Elective	
	Full Semester	MBA 650C		MBA Elective MBA 670C ETS Exam

MASTER OF BUSINESS ADMINISTRATION IN TECHNOLOGY COMMERCIALIZATION (MBATC)

Faculty

- **Dax Jacobson,** Dean
- **Michael Keene,** MBA Programs Director

Specifically designed to meet the needs of professionals with science and engineering backgrounds, the MBATC program allows students to prepare for executive roles in technology-driven business environments without interrupting their careers. CEOs and entrepreneurs in technology-intensive industries, ranging from Aerospace and Biotechnology to Software, have played an instrumental role in the development and delivery of MBATC course modules. The program emphasizes the practical and applied aspects of commercializing innovative products and managing the businesses that develop them.

While a number of core classes are taken together with MBA students, the MBATC program focuses on the distinctive marketing, financing, management, product development, and intellectual property issues facing the technology-based firm in a global strategic context. Core requirements of the MBATC program are not directed at specialization in one area of either business or technology; instead, they develop cross-functional frameworks that stress balance in using managerial skills to achieve effective leadership. The program develops skills and models that can be used for both entrepreneurial and intrapreneurial technology managers.

Program Goals

Graduate programs in the Bill and Vieve Gore School of Business prepare students for executive decision making in dynamic business environments. Students build skill in decision making through a combination of coursework, experiential projects, and skill-building exercises and simulations. Innovative delivery of courses gives students expertise in the functional areas of business.

In addition to building expertise in the functional areas of business, students completing graduate programs in the Bill and Vieve Gore School of Business are required to demonstrate mastery in the following competency areas:

- **Strategic and innovative thinking**
  - Compare different scenarios or strategies that affect the competitive position and success of an organization.
  - Develop innovative solutions that generate value for organizational stakeholders.
  - Evaluate the success of implemented strategies.
- **Global perspective**
  - Interpret business solutions from a global citizen's point of view.
  - Assess the interdependence of global systems on business outcomes.
  - Evaluate the social, legal, economic, cultural, and political issues and trends that affect the way business is conducted.
- **Critical, analytical and reflective thinking**
  - Explain logical solutions to complex or unstructured problems.
  - Evaluate assumptions, evidence and implications.
  - Support claims and conclusions with evidence and logic.
  - Synthesize other perspectives and positions.
  - Evaluate the results of one's decisions and actions to guide continuous improvement.
- **Effective communication**
  - Evaluate intended audiences' characteristics and tailor messages accordingly.
  - Analyze and select communication methods and technologies that are appropriate to the objective and situation.
  - Develop well-organized, persuasive arguments, supported by evidence and reasoning.
  - Deliver verbal, written and visual messages to individuals and groups clearly, credibly, concisely, and persuasively.
  - Listen in a way that demonstrates and builds understanding.
- **Ethics and social responsibility**
  - Identify ethical issues and challenges encountered within an organization and determine how they affect the various stakeholders.
  - Discriminate between legal and ethical standards and devise solutions to address both.
  - Explain the impact of social responsibility on an organization, relevant communities, and society.
- **Leadership and teamwork**
  - Articulate desired results and ensure that results are achieved.
  - Manage decision-making and problem solving processes.
  - Motivate and influence individuals and groups to solve problems and make sound decisions.
  - Create effective teams by clarifying team goals, selecting suitable members, allocating work, establishing norms, and assigning accountability.
  - Collaborate with others in pursuit of team goals by soliciting input, giving and receiving feedback, addressing problems, and personally contributing to the team's work.
  - Build and maintain productive interpersonal relationships with others.
- **Functional integration and application**

- Assess quantitative and qualitative information to measure and evaluate organizational processes and performance.
- Integrate skills learned throughout the graduate program and use them to solve business problems and make effective decisions.

Specific MBATC Program Learning Goals

At the conclusion of the MBATC program, students will be able to:

- Analyze the unique problems and opportunities facing technology-based firms, and develop plans to address those issues effectively.
- Build models to evaluate and measure market opportunities and constraints in technology-based firms.
- Select and apply tools that enable technology firms to quickly and successfully develop and deliver novel products to the market.
- Develop business models that enable firms to be leaders in technology sectors.

Program Requirements

For students who have completed an undergraduate degree in a business discipline from an ACBSP or AACSB-accredited business school within the past five years, the MBATC Program requires 32 credit hours for completion. Students with a non-business related undergraduate degree will be required to successfully complete a series of foundational literacy courses comprising an additional 5 credit hours of study. Courses are completed in the following areas: Fundamentals, The MBA Core (Analysis, Leadership, Communication, Strategy, and Global Orientation), the MBATC Core, Electives, and Capstone. Courses are delivered in a blended format, meaning that courses may use a combination of classroom, online, competency-based and experiential components. In the classroom, courses may use a combination of learning methods, such as lecture, case study, or in-class projects.

Fundamentals courses focus on business concepts and skills that all graduate business students must master before beginning their program. Topics covered are marketing, economics, quantitative analysis, finance, and accounting. Students who enter the MBATC program with a mastery of these topics (i.e., through undergraduate coursework or work experience) may challenge between one and five credit hours of Fundamentals courses by successfully completing one or more challenge exams. The credit that would have been earned through the completion of Fundamentals courses will be applied to students' elective credit requirements. Students with business-related undergraduate degrees (e.g. accounting, finance, economics, information systems, marketing, management) may be exempted from the Fundamentals courses.

MBA Core: Analysis, Leadership & Communication, and **Strategy & Global Orientation** courses are the core of the program and may be taken as early as desired upon completion of prerequisites. An international context tour (i.e., Global Orientation) is required for graduation and may be taken after completing at least 24 credit hours in the program. The Global Orientation class focuses on the business environment of a specific region or country. Economic, social, financial, and demographic aspects of diverse and multicultural environments are considered. Students travel (outside of the United States) to the region studied for a 10-day period where they will analyze as a whole the aspects of doing business in a global environment. Students are encouraged to draw on the knowledge they have gained throughout their MBA studies when completing assignments.

MBATC Core courses cover a range of topics which are essential to successful technology-based entrepreneurship and the commercialization of innovative products, but which are not typically addressed by standard MBA curricula. Subjects include the development, IP protection, and marketing of novel products and services, the financing of startup ventures, and the management of interdisciplinary teams. These courses may be taken as early as desired upon the completion of prerequisites.

The Capstone course is taken upon completion of all core courses and serves as the final course for the MBATC program. The Capstone course is designed to provide students an opportunity to demonstrate their knowledge and ability to apply the concepts they have learned during their MBATC program by performing a live consulting engagement for an early stage technology-based startup company. The ETS examination is administered in conjunction with the Capstone course. Get more information on the ETS exam. Exceptions may be considered by program chair when relocation or other conditions make completion of the test impractical.

Elective courses may be taken as early as desired upon completion of prerequisites.

A plan of study, which will show all courses necessary to meet the degree requirements, will be filed when a student is enrolled into the program. The MBA Program advisor must approve each student's plan of study.

If a student deviates from their core program of study without **PRIOR** written and documented approval, those courses may **NOT** be counted toward graduation requirements. Taking unapproved courses will be a costly and time intensive mistake. If you are in doubt about a course, please call or email the MBA office and make an appointment with your advisor **BEFORE** starting the class.

Transfer policy. A maximum of nine approved graduate hours may be transferred toward the MBATC Program from other professionally accredited institutions (e.g., AACSB or ACBSP) upon the written permission of the program director.

Courses eligible for transfer are only those that contribute to, or build upon, the goals of the MBATC program. Courses completed at other graduate institutions must have a grade of B or higher to be eligible for credit.

Lowest passing grade. A grade of C is the lowest passing grade for all courses.

MBATC Program Requirements

Requirement Description	Credit Hours	Prerequisites
I. Fundamentals	**0–5**	
These fundamentals courses are required for those students with a non-business undergraduate degree and those with a business degree older than five years and/or from a non-ACBSP or ACCSB-accredited business school.		
MBA 600B Marketing Fundamentals	1	
MBA 601B Survey of Economics	1	

Requirement Description	Credit Hours	Prerequisites
MBA 602B Business Quantitative Analysis	1	
MBA 603B Financial Markets and Institutions	1	
MBA 604B Financial Statement Analysis	1	
II. MBA Core	**20**	
MBA 605C Communication and Teamwork	2	
MBA 610C Data and Decision Analytics	2	MBA 602B*
MBA 615C Creating Competitive Strategies	2	
MBA 620C Managerial Economics	2	MBA 601B*, 602B*
MBA 625C Leadership and Decision Making	2	
MBA 630C Managerial Accounting	2	MBA 603B*, 604B*
MBA 645C Ethics and Corporate Governance	2	
MBA 650C Operations Management	2	MBA 610C
MBA 655C High Performance Business Strategies	2	MBA 615C
MBA 665C Competing in a Global Environment	2	Completion of 24 hours
III. MBATC Core	**10**	
MBATC 641 Organizations, Technology, and Society	2	
MBATC 644 Intellectual Property Strategy	2	
MBATC 647 Marketing Innovative Products	2	MBA 600B*
MBATC 651 New Product Development	2	MBA 600B*
MBATC 654 Financing New Ventures	2	MBA 630C
IV. Capstone	**2**	
MBATC 660 Technology Commercialization and ImplementationThe ETS Exam is administered in MBATC 660. Get more information on the ETS exam.	2	Completion of the MBATC Core
Total Hours for the MBATC Program	32–37*	

*Fundamentals applied to MBATC students completing 37 credit hours

Recommended Plan of Study for the MBATC

		Fall Semester	Spring Semester	Summer Semester
Year 1	**Block 1**	MBA 605C MBA 625C	MBA 630C MBATC 641	
	Block 2	MBA 615C MBA 620C	MBA 645C MBATC 644	
	Full Semester			MBA 610C MBA 655C
Year 2	**Block 1**	MBATC 647	MBA 665C MBATC 654	
	Block 2	MBATC 651		
	Full Semester	MBA 650C	MBATC 660 ETS Exam	

Recommended Plan of Study for the MBATC when Fundamentals are Required

		Fall Semester	Spring Semester	Summer Semester
Year 1	**Block 1**	MBA 600B MBA 601B MBA 603B	MBA 625C MBATC 641	MBA 605C MBA 610C
	Block 2	MBA 620C MBA 602B MBA 604B	MBATC 644 MBA 645C	
	Full Semester			
Year 2	**Block 1**	MBATC 647	MBA 665C MBATC 654	
	Block 2	MBATC 651 MBA 630C	MBA 615C	
	Full Semester	MBA 650C	MBATC 660	MBA 625C MBA 655C ETS Exam

PROJECT-BASED MASTER OF BUSINESS ADMINISTRATION (PMBA)

Faculty

- **Dax Jacobson,** Dean
- **Richard Chapman,** Project-Based MBA Director

The Project-Based MBA program is specifically designed for graduate students who require greater flexibility in course scheduling and program design, and offers demonstrated learning through real-world business application projects instead of traditional courses. Students are individually coached by full-time faculty members with real world business experience and academic qualifications to help students develop increased professional abilities and mastery of critical business competencies. The MBA program is:

- **Competency-Based:** a student completes a total of five project sequences designed and sequenced specifically to measure student learning and accomplishment. Projects are based on current real-world business problems and analysis can be contextualized to the student's own firm or entrepreneurial venture. Each project sequence is designed to be completed within one semester, meaning that that the program can be completed in five semesters (approximately 20 months).
- **Individual and Team Based:** students complete most projects individually to demonstrate mastery of associated business and professional competencies. Some projects are team-based to assist students in mastering leadership competencies, such as managing projects, leading and working in teams, and coaching.
- **Low-Residency:** a student combines his or her professional experience and ability with learning experiences and resources delivered online to master program competencies. Projects are then completed around a student's personal and professional schedule, making degree completion more flexible and convenient.
- **Faculty-Coached:** a student works directly with a full-time faculty member on an individual basis to provide for project guidance and performance coaching. Faculty members evaluate completed student projects to determine if project competencies and student mastery is sufficiently demonstrated.

Students completing all program and university requirements earn a Master of Business Administration (MBA) degree from Westminster University.

Program Goals

A student completes the MBA program by demonstrating mastery of the following program goals and related competencies:

- **Communication.** Effectively communicate business concepts and analysis orally and in writing to organizational stakeholders.
- **Ethics and social responsibility.** Evaluate various ethical perspectives and use an ethical and legal framework for decision-making and social responsibility.
- **Critical, analytical and reflective thinking.** Analyze and solve complex managerial and organizational problems incorporating reflective thinking on the implications of the outcomes of those decisions.
- **Leadership and teamwork.** Lead and influence individuals and teams to achieve organizational objectives.
- **Organizational performance.** Analyze and use accounting, financial, and operational information to measure and influence organizational performance.
- **Understanding markets.** Identify and evaluate markets for the organization's goods and services, articulate and influence the activities that make up the value chain for those goods and services, and use appropriate methodologies for ensuring product/service quality and speed to market.
- **Strategic and global thinking.** Design a strategic planning process, formulate a strategy, and implement a strategy to achieve sustainable competitive advantage for a firm.

Degree Requirements

The Projects

The program consists of five project sequences, comprised of a series of applied business projects, all of which must be completed through Westminster University. Each of the project sequences consists of several project assignments and an integrative project. The projects are to be completed in the order

specified. A student completes all projects to demonstrate mastery of the program learning goals and competencies. Before starting a project sequence, a student meets with his or her Project Coach to assess which learning experiences should be used to help the student complete the assigned projects, given the student's prior life and/or professional experience. The student is given access to a set of rubrics, which explain how the project will be evaluated upon its completion. A student can use the rubric to self-assess the project before submission. When a project sequence is successfully completed, the student can begin the next project sequence.

Faculty Coaching

To help students in the program, full-time faculty members (Coaches) are specifically assigned to assist in learning and in project assessment. Students and faculty interact regularly on an individual basis to facilitate learning and mastery of competencies. Each project sequence has a faculty coach who assists the student in learning experiences and in project completion and evaluation. Each student also has access to the student support staff to assist with registration, billing, financial aid, project submission, technology systems, and any other questions about the program. A student is encouraged to utilize these resources whenever needed throughout the duration of the program.

Applied Learning Resources

Applied learning projects are utilized to help the student master the knowledge related to specific competencies and learning goals as they relate to specific project assignments. All of the learning resources associated with applied projects can be accessed from the course management website. Learning resources augment a student's knowledge and can be engaged on an as-needed basis by the student. A student is strongly encouraged to consult with his or her Project Coach as they are working on project assignments to determine which sets of learning resources are most useful, given the student's background and experience. All learning resources can be accessed by all students, even if a student is completing a later project, in order to revisit and review specific topics and knowledge.

Academic Progress

A student can complete the requirements of the MBA program within five semesters. While students may manage their time during the semester to meet their personal and professional commitments, each project sequence must be completed within a semester. If the project sequence is not completed or satisfactory progress requirements are not met, student may jeopardize their financial aid eligibility for subsequent semesters. Staying in constant contact with the student support staff and project coach helps to avoid potential financial aid and matriculation issues. If a student, because of personal and professional life commitments, needs to take a semester off, they can do so by communicating with the student support staff. If students take two full semesters off without communicating with the student support staff, they may be withdrawn from the program and require readmission to be reinstated back into the MBA program.

Academic Suspension

A student who, for whatever reason, is unable to demonstrate mastery of the competencies of a particular project sequence after two full attempts will be asked to meet with the project coach. The project coach will work with the student to develop a realistic plan to identify those barriers that inhibit the student's successful performance. This plan will then be engaged and the student will be given one additional attempt at completion. If the student is still unable to complete the project, the student may be suspended from the program. A student who is suspended from the program may reapply for admission after two semesters. A personal interview will be required before readmission is allowed, and if readmitted, the student will be able to reenter the program at the current year's tuition rate. The student will work with his or her project coach to develop a specific progress plan. As long as the student fulfills the terms of the performance plan, the student will be allowed to complete the remaining program requirements.

Academic Standards

Faculty members in the Bill and Vieve Gore School of Business have developed the following academic standards to support the mission and goals of the MBA program. The goals are presented here to help the student understand their responsibilities as a student in the program:

- A student should always be familiar with project requirements and assignment guidelines. The student should take every opportunity to consult with his or her Project Coach and the Student Support Staff to receive clarification when needed.
- Collaboration is encouraged to enhance depth of learning; all submitted work, however, must be the original work of the student.
- A student should always be respectful of faculty, staff, and other students in the program.
- The program is designed to be academically rigorous, intellectually challenging, and real-world application oriented as demonstrated by mastery of competencies and outcomes.
- Plagiarism is a serious offense in academic and business settings and a violation of the university's academic policy. A student who violates the academic honesty policy may be suspended from the program.

Graduation Requirements

A candidate for graduation must consult their program advisor at the beginning of project sequence three. The program advisor will assist the student in completing an application for graduation for the next graduation period, depending on the actual date of the application. To be eligible for graduation, a student must satisfy the following conditions:

- Complete the credit hours required by the student's program.
- Complete each project sequence with a minimum evaluation of "Meets" on all project competencies
- Complete the Major Field Test in Business administered by the Educational Testing Service (ETS)

Get more information on the ETS exam. Exceptions for completing the ETS may be considered by program director when conditions make completion of the test impractical.

A student should consult with either the assigned project coach and/or their program advisor regarding graduation requirements.

Program Requirements

Requirement Description	Credit Hours	Recommended Schedule
Sequence 1: Strategic Leadership	**8**	**Semester 1**

Requirement Description	Credit Hours	Recommended Schedule
MBA PRJ1.1 Negotiations and Conflict Resolution	1	
MBA PRJ1.2 Salary Negotiation	1	
MBA PRJ1.3 Vendor Contracts and Negotiation	1	
MBA PRJ1.4 Creativity and Competitive Advantage	1	
MBA PRJ1.5 Internal Organization	1	
MBA PRJ1.6 External Environment	1	
MBA PRJ1.T Manage Teams to Improve Organizational Performance	1	
MBA PRJ1.F Presentation & Defense Business Strategy	1	
Sequence 2: Consumers in the Market	**8**	**Semester 2**
MBA PRJ2.1 Data Analysis	1	
MBA PRJ2.2 Pricing Strategy	1	
MBA PRJ2.3 Product Portfolio	1	consent of instructor
MBA PRJ2.4 Market Research	1	
MBA PRJ2.5 Promotional Strategy	1	
MBA PRJ2.6 Globalization	1	
MBA PRJ2.T Manage Teams to Improve Communication	1	
MBA PRJ2.F Develop a Marketing Plan	1	
Sequence 3: Enterprise Performance	**8**	**Semester 3**
MBA PRJ3.1 Developing Organizational Performance Measures and Outcomes	1	consent of instructor
MBA PRJ3.2 Lead Process Improvement	1	
MBA PRJ3.3 Financial Analysis and Reporting	1	
MBA PRJ3.4 Evaluate Financial Performance	1	
MBA PRJ3.5 Industry Comparative Analysis	1	
MBA PRJ3.6 Developing a Financial Forecast	1	
MBA PRJ3.T Manage Teams to Improve Organizational Performance	1	
MBA PRJ3.F Develop a Financial Budget and Plan	1	
Sequence 4: Implementing Strategy	**8**	**Semester 4**
MBA PRJ4.1 Managing in a Global Environment	1	
MBA PRJ4.2 Leadership Evaluation	1	
MBA PRJ4.3 Ethics & Corporate Social Responsibility	1	
MBA PRJ4.4 Corporate Structure	1	
MBA PRJ4.5 Analysis of Business Level Strategy	1	
MBA PRJ4.6 Personal Leadership Improvement	1	
MBA PRJ4.T Strategy Implementation	1	
MBA PRJ4.F Developing an Operating Plan	1	

Requirement Description	Credit Hours	Recommended Schedule
Sequence 5: Business Planning	**7**	**Semester 5**
MBA PRJ5.1 Industry and Company Analysis	1	
MBA PRJ5.2 Customer Analysis and Marketing Plan	1	
MBA PRJ5.3 Competitor Analysis & Strategic Response	1	
MBA PRJ5.4 Company Operations Plan	1	
MBA PRJ5.5 Firm Financial Analysis and Plan	1	
MBA PRJ5.6 International Context Trip	1	
MBA PRJ5.F Final Business Plan Creation, Publication, & Presentation	1	
Major Field Test in Business administered by the Educational Testing Service (ETS)		
Total Hours for the Project-Based Master of Business Administration Program (PMBA)	**39**	

Accelerated Project-Based MBA (BBA to PMBA)

Students who complete the Project-Based BBA program are pre-admitted to the Project-Based Master of Business Administration (PMBA) program offered by the Bill and Vieve Gore School of Business. Students can complete the MBA program in four to five semesters (20 months) and 30 semester credits. Please contact the Program Director for further information.

Graduation Requirements

A candidate for graduation must consult the Program Director at the beginning of project sequence three. The program advisor will assist the student in completing an application for graduation for the next graduation period, depending on the actual date of the application. To be eligible for graduation, a student must satisfy the following conditions:

- Complete the credit hours required by the student's program.
- Complete each project sequence with a minimum evaluation of "Meets" on all project competencies.
- Complete the Major Field Test in Business administered by the Educational Testing Service (ETS).

Get more information on the ETS exam. Exceptions for completing the ETS may be considered by program director when conditions make completion of the test impractical.

A student should consult with either the assigned project coach and/or their program advisor regarding graduation requirements.

Program Requirements:

Requirement Description	Credit Hours	Recommended Schedule
Sequence 1: Strategic Leadership	**8**	**Semester 1**
MBA PRJ1.1 Negotiations and Conflict Resolution	1	
MBA PRJ1.2 Salary Negotiation	1	
MBA PRJ1.3 Vendor Contracts and Negotiation (1)	1	
MBA PRJ1.4 Creativity and Competitive Advantage	1	
MBA PRJ1.5 Internal Organization	1	
MBA PRJ1.6 External Environment	1	
MBA PRJ1.T Manage Teams to Improve Organizational Performance	1	
MBA PRJ1.F Presentation & Defense Business Strategy	1	
Sequence 2: Consumers in the Market	**7**	**Semester 2**
MBA PRJ2.1 Data Analysis	1	

Requirement Description	Credit Hours	Recommended Schedule
MBA PRJ2.2 Pricing Strategy	1	
MBA PRJ2.3 Product Portfolio	1	consent of instructor
MBA PRJ2.4 Market Research	1	
MBA PRJ2.5 Promotional Strategy	1	
MBA PRJ2.6 Globalization	1	
MBA PRJ2.T Manage Teams to Improve Communication	1	
Sequence 3: Enterprise Performance	**7**	**Semester 3**
MBA PRJ3.1 Developing Organizational Performance Measures and Outcomes	1	consent of instructor
MBA PRJ3.2 Lead Process Improvement	1	
MBA PRJ3.3 Financial Analysis and Reporting	1	
MBA PRJ3.4 Evaluate Financial Performance	1	
MBA PRJ3.5 Industry Comparative Analysis	1	
MBA PRJ3.6 Developing a Financial Forecast	1	
MBA PRJ3.T Manage Teams to Improve Organizational Performance	1	
Sequence 4: Implementing Strategy	**7**	**Semester 4**
MBA PRJ4.1 Managing in a Global Environment	1	
MBA PRJ4.2 Leadership Evaluation	1	
MBA PRJ4.3 Ethics & Corporate Social Responsibility	1	
MBA PRJ4.4 Corporate Structure	1	
MBA PRJ4.5 Analysis of Business Level Strategy	1	
MBA PRJ4.6 Personal Leadership Improvement	1	
MBA PRJ4.T Strategy Implementation	1	
Sequence 5: Business Planning	**1**	**Semester 4**
MBA PRJ5.6 International Context Trip	1	
Major Field Test in Business administered by the Educational Testing Service (ETS)		
Total Hours for the Project-Based MBA (BBA to PMBA)	**30**	

Students who have completed the Project-Based BBA at Westminster only need to complete 30 hours in the Project-Based MBA.

Accelerated Project-Based MBA (Leadership Certificate to PMBA)

Students who have completed the executive Leadership Certificate program offered through Westminster University can enroll in the accelerated Project-Based MBA program and complete the program in 30 semester credits. The Leadership Certificate program is developed around 10 two-day courses focused on essential leadership and business skills. Each leadership session is centered on a three-stage process: pre-work, practice in real-world activities and then application in the workplace. The leadership certificate series utilizes a project-based project model with an assigned faculty coach to work with each participant and is available to consult with participants in real time. Only Students who have successfully completed all 10 courses of the certificate program are eligible for an accelerated PMBA.

Graduation Requirements

A candidate for graduation must consult their program advisor at the beginning of project sequence three. The program advisor will assist the student in completing an application for graduation for the next graduation period, depending on the actual date of the application. To be eligible for graduation, a student must satisfy the following conditions:

- Complete 30 credit hours.
- Complete each project sequence with a minimum evaluation of "Meets" on all project competencies.
- Complete the Major Field Test in Business administered by the Educational Testing Service (ETS).

Get more information on the ETS exam. Exceptions for completing the ETS may be considered by program director when conditions make completion of the test impractical.

A student should consult with either the assigned project coach and/or their program advisor regarding graduation requirements.

Program Requirements

Requirement Description	Credit Hours	Recommended Schedule
Sequence 1: Strategic Leadership	**2**	**Semester 1**
MBA PRJ1.2 Salary Negotiation	1	
MBA PRJ1.6 External Environment	1	
Sequence 2: Consumers in the Market	**7**	**Semester 1**
MBA PRJ2.1 Data Analysis	1	
MBA PRJ2.2 Pricing Strategy	1	
MBA PRJ2.3 Product Portfolio	1	consent of instructor
MBA PRJ2.4 Market Research	1	
MBA PRJ2.5 Promotional Strategy	1	
MBA PRJ2.6 Globalization	1	
MBA PRJ2.F Develop a Marketing Plan	1	
Sequence 3: Enterprise Performance	**6**	**Semester 2**
MBA PRJ3.3 Financial Analysis and Reporting	1	
MBA PRJ3.4 Evaluate Financial Performance	1	
MBA PRJ3.5 Industry Comparative Analysis	1	
MBA PRJ3.6 Developing a Financial Forecast	1	
MBA PRJ3.T Manage Teams to Improve Organizational Performance	1	
MBA PRJ3.F Develop a Financial Budget and Plan	1	
Sequence 4: Implementing Strategy	**8**	**Semester 3**
MBA PRJ4.1 Managing in a Global Environment	1	
MBA PRJ4.2 Leadership Evaluation	1	
MBA PRJ4.3 Ethics & Corporate Social Responsibility	1	
MBA PRJ4.4 Corporate Structure	1	
MBA PRJ4.5 Analysis of Business Level Strategy	1	
MBA PRJ4.6 Personal Leadership Improvement	1	
MBA PRJ4.T Strategy Implementation	1	
MBA PRJ4.F Developing an Operating Plan	1	
Sequence 5: Business Planning	**7**	**Semester 4**
MBA PRJ5.1 Industry and Company Analysis	1	
MBA PRJ5.2 Customer Analysis and Marketing Plan	1	

Requirement Description	Credit Hours	Recommended Schedule
MBA PRJ5.3 Competitor Analysis & Strategic Response	1	
MBA PRJ5.4 Company Operations Plan	1	
MBA PRJ5.5 Firm Financial Analysis and Plan	1	
MBA PRJ5.6 International Context Trip	1	
MBA PRJ5.F Final Business Plan Creation, Publication, & Presentation	1	
Major Field Test in Business administered by the Educational Testing Service (ETS)		
Total Hours for the Accelerated Project-Based MBA (Leadership Certificate to PMBA)	**30**	