

# BILL AND VIEVE GORE SCHOOL OF BUSINESS PROGRAMS

## 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
<b>I. Fundamentals</b>	<b>0-5</b>	
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	
<b>II. MBA Core</b>	<b>24</b>	
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

Requirement Description	Credit Hours	Prerequisites
MBA 665C Competing in a Global Environment	2	Completion of 24 hours
<b>III. Capstone</b>	<b>2</b>	
MBA 670C MBA Capstone  ETS Major Field Test for the MBA -- Taken with MBA 670C	2	Must be taken in final semester
<b>IV. MBA Electives</b>	<b>6</b>	
Select graduate-level courses at Westminster University may be used to satisfy elective requirements. See advisor for list of approved courses.		
<b>Total Hours for the MBA Program</b>	<b>32-37</b>	

\* Fundamentals applied to MBA students completing 37 credit hours

### Recommended Plan of Study for the MBA

		Fall Semester	Spring Semester	Summer Semester
Year 1	<b>Block 1</b>	MBA 605C MBA 625C	MBA 610C	
	<b>Block 2</b>	MBA 615C	MBA 620C MBA 640C	
	<b>Full Semester</b>			MBA 645C MBA Elective
Year 2	<b>Block 1</b>	MBA 635C	MBA 630C MBA 665C	
	<b>Block 2</b>	MBA Elective	MBA 655C MBA Elective	
	<b>Full Semester</b>	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	<b>Block 1</b>	MBA 600B MBA 601B MBA 603B	MBA 615C MBA 620C	
	<b>Block 2</b>	MBA 602B MBA 604B	MBA 625C MBA 640C	
	<b>Full Semester</b>			MBA 605C MBA 610C
Year 2	<b>Block 1</b>	MBA 635C MBA Elective	MBA 645C MBA 665C	
	<b>Block 2</b>	MBA 630C	MBA 655C MBA Elective	
	<b>Full Semester</b>	MBA 650C		MBA Elective MBA 670C ETS Exam