

The Master of Business Administration (MBA)

The MBA mission is to provide students with the knowledge, capabilities and awareness needed to operate effectively in the dynamic global environment and to aim to enhance economic, social and personal well-being.

Professional tracks in the program include Enterprise Innovation & Entrepreneurship, Finance, Information Technology, International Business, Human Capital Management, and Marketing. A general MBA is also an option.

Program Learning Outcomes

All MBA students will be involved with the common body of knowledge characteristic of all elements of leadership including the following:

1. **FUNDAMENTALS:** Graduates of the School of Management are equipped with knowledge of the essential concepts and tools in their professional field, as well as the ability to relate and apply theoretical concepts into practical situations both within their discipline and across disciplines.
2. **PLANNING AND ORGANIZATION:** Graduates of the School of Management have the ability to plan, organize, direct and control effectively in contemporary organizations.
3. **INDIVIDUAL COMPETENCIES:** Graduates of the School of Management have individual competencies related to critical and creative thinking, integrity and ethical judgment, and the ability to function in a complex and demanding professional environment.
4. **INTERPERSONAL COMPETENCIES:** Graduates of the School of Management have interpersonal competencies related to effective and appropriate communication and collaboration that support and enhance their individual and organizational effectiveness.
5. **GLOBAL ENVIRONMENT:** Graduates of the School of Management have a sound understanding of the global environment and its importance to organizational effectiveness, as well as the ability to successfully operate in an international context.
6. **LEADERSHIP AND CHANGE:** Graduates of the School of Management are able to demonstrate an understanding of the practice of effective and principled leadership including how to influence organizational change in complex and dynamic environments.
7. **QUANTITATIVE AND QUALITATIVE TOOLS:** Graduates of the Masters of Business Administration (MBA) program are able to appropriately use quantitative and qualitative methods and tools to identify and analyze business problems and opportunities.
8. **TECHNOLOGY:** Graduates of the Masters of Business Administration (MBA) program are able to effectively manage and utilize technology to collect, analyze, synthesize, present and employ relevant information for decision-making.
9. **CORPORATE SOCIAL RESPONSIBILITY:** Graduates of the Masters of Business Administration (MBA) program are able to make business decisions incorporating a distinct awareness of social responsibility, including, in particular, sustainable business practices.

Program Delivery

Students can select a “blended program” combining some traditional campus based courses with some online courses. The on-campus MBA courses are offered year round in four 11-week terms: Fall, Winter, Spring and Summer. Classes are scheduled in the evening once a week to accommodate adult learners who are employed full time and pursuing course work on a part-time basis. Occasionally, a class will be offered in a compressed weekend format or as an International travel course. The online MBA courses are offered year round in five 8-week terms. Please note only a General MBA is offered in the fully online format. Depending on admission requirements, some students may complete the program in as few as 12 months, though they may take up to seven years, if they choose. Students who wish to proceed at a slower pace may do so, as long as they complete the program within seven years after their first registration.

Admission Requirements

International applicants are subject to separate admission procedures. For current admission procedures, international applicants (only) should consult the following: <http://www.callutheran.edu/management>

Candidates for admission to the MBA program should submit a complete application portfolio at least 45 days prior to the start of the term. Admission decisions for regular graduate standing are based on a review of the following materials in the candidate’s file:

1. A completed application form and non-refundable application fee;
2. Evidence of an interview with an admission counselor;
3. Official transcripts showing a bachelor’s degree from a regionally accredited U.S. institution. Normally, a grade point average of 3.0 or higher in upper division undergraduate work is expected;
4. Two letters of recommendation;
5. A personal statement;
6. Resume
7. Test scores. Applicants whose undergraduate records do not satisfy the criteria set forth in paragraphs A-D below must include Graduate Management Admission Test (GMAT) scores in their admission portfolio. The GMAT may be waived for candidates who present an official transcript of previous college work from a regionally accredited college or university reflecting any one of the following criteria:
 - a. An undergraduate, upper division grade point average of 3.0 or higher on a 4.0 scale; or

- b. A combined grade point average of 3.0 or higher for the most recent 60 credits of study consisting of any of the following: graduate course work, upper division post baccalaureate course work (exclusive of extension or continuing education work), and upper division undergraduate course work; or
- c. A minimum of nine credits of graduate course work completed and a 3.50 grade point average; or
- d. A previously earned master's degree.

Note:

1. For more information, see Admission Procedures.
2. All applicants who have completed their undergraduate work at an institution outside of the U.S. must submit GMAT and TOEFL scores and have their transcripts evaluated for equivalency to a U.S. bachelor's degree.

International Students

International students have unique admission requirements. They should refer to the admission requirements for international students listed in the general admission section of this catalog or at <http://www.callutheran.edu/Management>.

Requirements for the Master of Business Administration (MBA)

The MBA requires 45 semester credits of course work which must be completed within a seven-year period. Pass/Fail grading is not permitted for any courses taken towards graduation credit in the MBA and Post-MBA Programs.

Additional course work may be required for individuals whose academic records reflect the need for preparation in the areas of accounting/finance, communication, economics and/or statistics. The requirement for this preparation is determined during the admission process. These courses, which we call Business Foundations, are primarily designed for students who are admitted to the MBA program but do not have sufficient business and/or academic background. Basic knowledge of word processing, spreadsheet and database applications is expected.

Foundation Courses

MBA 500	Foundation of Advanced Academic and Professional Practices	3
MBA 501	Foundations of Accounting	4
MBA 502	Foundations of Economics	3
MBA 503	Foundations of Business Statistics	3

Core Courses (24 Credits)

MBA 505	Enterprise Management, Organization and Strategy	3
MBA 506	Information Technology Management	3
MBA 507	Organizational Behavior	3
MBA 508	Business Ethics and Law	3
MBA 509	Marketing Management	3
MBA 510	Strategic Decision Making	3
MBA 511	Macroeconomics in the Global Economy	3
MBA 513	Financial Principles and Policies	3

Capstone Course (1 course, 3 credits)

BUS 574	Strategic Management: Capstone Course* (Capstone) ³	3
MBA 590	Internship	3
MBA 591	The Business Plan	3
MBA 592	Executive Roundtable	3
MBA 594	International Travel	3
MBA 595	Consulting to Business	3
MBA 599	MBA Project	3

Emphasis Courses

All students are required to pick two courses. One course must align with the Professional Concentration Track. To obtain a general MBA degree, students are required to take six courses from this list of Emphasis courses.

MBA 520	Marketing Research	3
MBA 521	Corporate Finance	3
MBA 522	Innovative Business Models	3
MBA 523	International Business	3

MBA 524	Human Capital Management Strategy	3
MBA 525	Sustainable Business Strategies	3
IT 509	Data Management	3

Professional Concentrations

Students may choose to earn an MBA with a specialization consisting of twelve credits in one of the Professional Concentration tracks below. This is in addition to the six Emphasis credits where one must align with this Professional Concentration track.

To obtain a general MBA degree, students are required to take six courses from the list of Emphasis courses. The required core courses of 24 credits and three credit capstone course are the same for all professional tracks

The professional tracks are:

- Enterprise Innovation & Entrepreneurship
- Finance
- Human Capital Management
- Information Technology
- International Business
- Marketing

Enterprise Innovation & Entrepreneurship

Discover the natural advantages that result from your company's small size, speed, agility, flexibility, sensitivity to customer's needs, creativity, a spirit of innovation so you can successfully compete. You will become excited about the possibilities, the challenges, and the rewards of owning your own business. You will learn the tools necessary to become successful and be able to work at doing something you really love.

Select four of the following:		12
MBA 550	Agile Product Development	3
MBA 551	Entrepreneurial Marketing and Selling	3
MBA 552	Entrepreneurial Finance	3
MBA 553	Growth Stage Venture Management	3
MBA-5STE		3

Finance

The Finance concentration develops financial managers who are aware of the external factors and are proficient in applying the most current tools and quantitative techniques to provide smooth running day-to-day operations, as well as contribute to the company's long-term success. Students will integrate financial strategy and product market strategy; define and measure asset and portfolio risk and return; and develop and implement capital and dividend policies. Depending on course selection, the skills taught in the Finance Track may also equip students to plan and implement their own financial plan, including managing a personal investment portfolio.

Select four of the following:		12
MBA 540	Financial Strategy	3
MBA 541	Strategic Financial Analysis	3
MBA 542	Investment and Portfolio Management	3
MBA 543	Real Estate Investments	3
MBA 544	Buyouts and Acquisitions	3
MBA 545	Behavioral Finance	3
MBA 552	Entrepreneurial Finance	3
MBA 561	International Finance	3
MBA-5STF		3

Human Capital Management

Discover the current state of Human Capital Management (HCM) and the environmental influences that contribute to organizational leveraging of human capital. Topics include but not limited to legal, social, technological, global environment of HCM, as well as other contemporary HCM issues, such as talent management, strategic compensation structure, training and development, and employee relations.

select four of the following		12
MBA 570	Compensation Management	3

MBA 571	Talent Recruitment and Selection	3
MBA 572	Employee Relations	3
MBA 573	Training and Development	3
MBA 574	Global Human Resource Management	3
MBA 575	Employment Law	3
MBA-5STH		3

Information Technology

The Information Technology concentration develops business leaders who understand the concepts and methods required to define, design, build, manage and evolve information technology. In addition, students will learn to align technology goals to strategic business goals, design client server applications, develop data communication and networking strategies, assess the business risks and rewards of new information technology, apply re-engineering principles to business processes, and understand the role of the technology manager in business planning.

Select four of the following:		12
IT 510	Software Planning and Development	3
IT 512	Project Management	3
IT 513	Information Security	3
IT 514	Distributed Systems	3
IT 520	IT Strategy and Business Value	3
IT 582	Special Topic	3

International Business

Designed to prepare graduates for professional careers in this borderless world economy. Today's managers need to be prepared to interact with other countries, cultures, beliefs and business systems. Therefore, future students of business will need to acquire rather complex skills attributed to cross-cultural management because today's business is increasingly global.

Select four of the following:		12
MBA 560	International Business Law	3
MBA 561	International Finance	3
MBA 562	International Marketing	3
MBA 563	Global Strategy	3
MBA 564	Applied International Management	3
MBA 574	Global Human Resource Management	3
MBA-5STI		3

Marketing

The Marketing concentration prepares students to apply marketing research tools and concepts in domestic and international markets, identify strategic factors and trends, analyze the external environments, plan campaigns, and understand the application of the principal tools of marketing and sales management.

Select four of the following:		12
MBA 530	CRM in the Digital Age	3
MBA 531	Sales Management	3
MBA 532	Strategic Public Relations	3
MBA 533	Strategic Brand Management	3
MBA 534	Consumer Behavior	3
MBA 535	Advertising Management	3
MBA 562	International Marketing	3
MBA-5STM		3