

Master of Business Administration (M.B.A.)

Program Description

The master of business administration (M.B.A.) program provides training in business for students interested in understanding the working nature of business in a competitive environment. Courses in the M.B.A. program integrate information and theories from various disciplines, including accounting, economics, finance, marketing, production operations, and strategic management. The objective of this program is to develop students into broadly educated business managers and executives who understand the nature of business as a whole, with the tools and techniques applicable to a wide variety of business situations.

The capstone for the M.B.A. program gives students the chance to bring together all of the theories, skills, and tools studied during the program and integrate them into a learning experience that highlights the nature of competition and the kind of strategic maneuvering that must be done in order to succeed.

The degree requires satisfactory completion of 27 credit hours of the M.B.A. curriculum and 9 credit hours of graduate electives for a total of 36 credit hours, or if an area of emphasis is selected for a total of no less than 48 credit hours. Students who require prerequisite courses may have to complete more than 36 or 48 credit hours to receive the M.B.A.

Program Learning Outcomes

1. Webster University MBAs possess foundation knowledge in each of the primary functional areas of business.
2. Webster University MBAs can solve semi-structured business problems.
 - a. The MBA can utilize statistical analysis to assess product demand conditions.
 - b. The MBA can utilize financial analysis to assess an organization's financial condition.
 - c. The MBA can utilize competitive analysis to assess market position.
3. The MBA can address unstructured business problems that span multiple functional areas.

The required courses in the M.B.A. program are:

MRKT 5000 Marketing
MNGT 5590 Organizational Behavior
FINC 5000 Finance
FINC 5880 Advanced Corporate Finance
BUSN 5760 Applied Business Statistics
BUSN 6070 Management Accounting
BUSN 6110 Operations and Project Management
BUSN 6120 Managerial Economics
BUSN 6200 Strategy and Competition

Prerequisites:

BUSN 5000 Business
BUSN 5600 Accounting Theory and Practice
BUSN 5620 Current Economic Analysis

Note: Program prerequisites are to be completed before beginning coursework for the M.B.A. for those students who have not completed prerequisite courses (or an appropriate equivalent) within five years of entering the program and having earned a grade of B or better. If the appropriate prerequisite course content was completed more than five years prior to entering the program, the department will allow a waiver if the student demonstrates command of the content area by successfully completing a waiver examination. Prerequisite courses may not count as electives in the 36-credit-hour M.B.A.

General Requirements

The M.B.A. degree-seeking student should consult the Admission, Enrollment, and Academic Policies sections under Academic Policies and Procedures in the catalog for policies regarding application, admission, registration, and the academic policies of Webster University. Academic policies or exceptions to policies applicable to M.B.A. students are noted under their respective general academic policies.

Areas of Emphasis

Requirements for an area of emphasis in the M.B.A. program are identical to requirements for a major in the master of arts (M.A.) program and are outlined in the Graduate Degree Options section of the catalog. Areas of emphasis for the M.B.A. degree are:

Business and Organizational Security Management
Decision Support Systems
Finance
Gerontology
Human Resources Development
Human Resources Management
Information Technology Management
International Business
International Relations
Management and Leadership
Marketing
Media Communications
Procurement and Acquisitions Management
Web Services

The student should consult the Locations and the M.A. and M.B.A. Majors/Emphasis and Course Descriptions sections of the catalog for the locations where areas of emphasis are offered. Not all areas of emphasis are offered at every Webster University location.

M.B.A. Certificate in Global Commerce

The 18 credit hours required for the MBA Certificate in Global Commerce include 3 three-credit hour courses and 9 one-credit hour online modules. Courses are divided into three categories: Worldview, Cross-Cultural, and International Business Mechanics. Students are required to complete a three-credit hour course and a one-credit hour online module from each category. Students will also take five additional one-credit-hour online modules as electives and a one-credit hour online capstone module to complete the certificate requirements.

Listed below are the classes you will choose from to complete the certificate program. Please note that the available one-credit-hour online learning modules are available worldwide; however not all traditional classroom classes are offered each semester at all campuses. Contact the campus you plan to attend for current class offerings.

Worldview

Three-credit hour courses:

GLBL 5100 Worldviews and Global Commerce
INTL 5000 Introduction to International Relations
INTL 5400 International Political Economy
INTL 5510 Theories of International Relations
INTB 5720 International Trade and Finance
INTB 5930 Modern Europe: Economic, Political and BusinDevelopment
INTB 5940 Modern Asia: Economic, Political and Business Development

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One-hour online modules:

GLBL 5110 Nation-States, Markets, and Technology

GLBL 5120 International Perspectives of United States Business:

Cultural and Social Values

GLBL 5130 International Human Rights and Its Impact on Business

Cross-Cultural

Three-credit hour courses:

GLBL 5300 Culture and Global Commerce

INTB 5650 International Business Management

INTB 5710 Cross-Cultural Management

INTB 5970 International Business Language and Culture

One-hour online modules:

GLBL 5310 Cultural Structure of International Business

GLBL 5320 Global Teams

GLBL 5330 Religion and Culture: Impact on Economics and

Commerce

International Business Mechanics

Three-credit hour courses:

INTB 5000 Introduction to International Business

INTB 5600 International Accounting

FINC 5840 International Finance

INTB 5630 International Law and Business

INTL 5530 International Law

MRKT 5980 International Marketing

One-hour online modules:

GLBL 5510 Exporting - Process, Management and Issues

GLBL 5520 Importing - Process, Management, and Issues

GLBL 5530 Islamic Finance

GLBL 5540 Issues in International Outsourcing

GLBL 5550 Understanding Foreign Trade Agreements

Note: Individual classes may have prerequisites. Not all classroom courses are offered at all locations. Students at some campuses may have fewer 3-credit hour classes to choose from to satisfy the requirements for this certificate.

Dual Degree Option: M.B.A./M.H.A.

The MBA/MHA dual degree option requires the completion of 54 credit hours consisting of the 9 required core courses (27 credit hours) in the Master of Health Administration (MHA) and the 9 required core courses (27 credit hours) in the Master of Business Administration (MBA), as listed in the respective sections of the catalog.

Upon completion of the 54 credits, two separate diplomas are issued at the same time. The two degrees cannot be awarded separately or sequentially under this arrangement. Dual degree students must take BUSN 5760 Applied Business Statistics, but they may substitute another relevant graduate course for the HLTH 5100 Statistics for Health Administration requirement. (They may also complete both statistics courses as an option.)

Sequential M.B.A.

A student who holds an M.A., M.S., or an equivalent graduate degree from Webster University or from another regionally accredited college or university (or its international equivalent) may earn a sequential M.B.A. from Webster University.

Transfer credit may not be applied toward the sequential M.B.A., except as specified below.

These conditions apply to the student seeking the sequential M.B.A.:

- The student must meet the core course requirements of the M.B.A. If the student enrolled in any of the M.B.A. core courses as electives in his or her M.A. program, 6 credit hours of those M.A. courses may be counted toward the 27 credit hours of M.B.A. core courses, thus reducing the M.B.A. core requirements to 21 credit hours. If more than 6 credit hours of the M.B.A. core courses were taken in the M.A. program, then substitutions will have to be made for those courses in order to fulfill the 21 remaining credit hours required for the M.B.A. degree.
- Advancement to Candidacy for Sequential M.B.A.
- Sequential M.B.A. degree-seeking students who received the M.A. or M.S. from Webster University will be advanced to candidacy with the initial registration.
- A student who received the master's degree from another regionally accredited institution will be advanced to candidacy on approval of the master's degree transcript.

Probation/Dismissal for Sequential M.B.A.

1. A student who receives one grade of C is placed on probation.
2. A student who receives one grade of F or two grades of C is dismissed from the program.

Prerequisite Course Descriptions

BUSN 5000 Business (Requisite Course) (3)

This course is designed to provide a foundation in such general business concepts as economics, finance, accounting, business law, marketing, and other business systems.

BUSN 5600 Accounting Theory and Practice (3)

Students examine the accounting function and its role in modern business. Basic accounting theory and principles are examined, and some of the more important contemporary accounting developments are reviewed. Case studies are analyzed with an emphasis on situations from the students' own work experiences. This course is designed for consumers as opposed to producers of accounting.

BUSN 5620 Current Economic Analysis (3)

Implications of current economic events are examined through the applications of economic theory. Emphasis is placed on acquainting the student with methods of economic analysis in the context of current economic issues.

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MRKT 5000 Marketing (3)

Students examine the character and importance of the marketing process, its essential functions, and the institutions exercising these functions. Course content focuses on the major policies that underlie the activities of marketing institutions and the social, economic, and political implications of such policies.

MNGT 5590 Organizational Behavior (3)

This course introduces students to many of the basic principles of human behavior that effective managers use when managing individuals and groups in organizations. These include theories relating to individual differences in abilities and attitudes, attribution, motivation, group dynamics, power and politics, leadership, conflict resolution, organizational culture, and organizational structure and design.

FINC 5000 Finance (3)

The student examines the general nature of financial management, the American financial system, taxes, and the major financial deci-

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sions of corporations. Specific attention is given to present value and capital budgeting; risk and asset pricing; financial analysis and forecasting; financial decisions and market efficiency; and capital structure. Problem-solving methodology is used to illustrate the theories and tools in financial decision-making. Prerequisites: BUSN 5600 and BUSN 5760. (BUSN 5200 cannot be substituted for FINC 5000.)

FINC 5880 Advanced Corporate Finance (3)

This advanced study of corporate financial analysis and planning includes capital budgeting, cost of funds, and capital structure and valuation. Selected topics that may be covered are leasing, mergers, takeovers, business failure, reorganization, and liquidation. A combination of problem-solving and case study methodologies is used to illustrate theories and techniques helpful in financial analysis and planning. Prerequisite: FINC 5000.

BUSN 5760 Applied Business Statistics (3)

The student examines the application of statistical analysis, hypothesis testing, and regression analysis in business decision making. The course should focus on the utilization of statistical methods as applied to business problems and operations.

BUSN 6050 Macroeconomic Analysis (3)

The course provides the consumer of macroeconomic news a conceptual foundation in macroeconomic theory. The goal is to prepare the manager/analyst to consume macroeconomic news and analysis and to draw independent conclusions. Prerequisite: BUSN 5620.

BUSN 6070 Management Accounting (3)

The student examines advanced topics in management accounting as these relate to management information needs for planning, control, and decision making. Topics include interpretation of standard cost variances; application of quantitative techniques; evaluation of divisional performance; activity-based costing; and the behavioral impact of accounting systems. Prerequisites: BUSN 5600 and BUSN 5760.

BUSN 6080 Business Information Systems (3)

The student examines information systems in business organizations. This course will develop the framework for an information system and explore how systems that support the business functions of the organization are integrated and aid the manager with decision-making responsibilities within the operational, tactical, and strategic hierarchy of the company. Underlying the examination of various organizational information systems will be an exploration of emerging technologies that drive these systems. This course provides the student with the skills necessary to effectively understand and use information technology and shows how information technology provides organizations with a strategic competitive advantage. Students who have completed MNGT 5540 may not take BUSN 6080.

BUSN 6100 Quantitative Business Analysis (3)

Students examine the techniques of optimum research allocation, emphasizing the application of the quantitative methods to practical problems. Topics covered include: optimum values, minimum and maximum values with and without constraints, queuing, linear models and techniques, and statistical methods. Emphasis is less on derivation than on application. Examples used for application come from all areas of business, manufacturing, and institutional experience.

BUSN 6110 Operations and Project Management (3)

This is a course that focuses on the major managerial issues in manufacturing management and the tools that can be used to manage them. Special attention will be given to project management, including PERT, critical path scheduling, and time-cost models, in operations management and other business settings. The major operations management issues are quality management and control, capacity management, plant location, layout and design, production planning and scheduling, supply chain management, and inventory management. The analytical tools covered include queuing theory, statistical quality control, linear programming, and learning curves. Where appropriate, the use of operations management techniques in service and distribution organizations will be demonstrated. Prerequisite: BUSN 5760.

BUSN 6120 Managerial Economics (3)

The student examines the application of microeconomic theory as applied to the managers' responsibilities within the organization. This course should emphasize the quantitative and qualitative application of economic principles to business analysis. Prerequisites: BUSN 5620 and BUSN 5760.

BUSN 6140 Business Research Analysis (3)

The student examines the application of the tools and methods of research to management problems. The course focuses on the nature of research; the use of research in decision making; decision making; research concepts and methods for the collection, analysis, and interpretation of data from surveys, experiments, and observational studies; and the evaluation, use, and presentation of research findings.

BUSN 6150 Business Communications and Technology (3)

The student examines the methods, protocol, and appropriateness of various forms of communication for business decision making, which include written, oral, networking, teleconferencing, e-mail, and other modern methods of communication that are required in today's business world. The course should include all types of communications the student needs to operate in the national and international aspects of business, including sales promotions and financial promotions, as well as computer networking within the business structure.

Capstone Course

BUSN 6200 Strategy and Competition (3)

The student examines the conceptual and practical aspects of business policies and policy decision making by utilizing all the concepts, theories, and tools that were presented in the previous courses. The student should be able to analyze and recommend a comprehensive and workable approach to the situation. The course should cover current business issues and developments. Prerequisites: completion of all other required courses in the M.B.A.

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