



# Graduate Programs in **BUSINESS**

*"The conventional definition of management is getting work done through people, but real management is developing people through work."*

*~ Agha Hasan Abedi, President, Bank of Credit and Commerce International (Luxembourg)*

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## **Master of Business Administration**

### **MISSION STATEMENT**

To prepare experienced professionals for enhanced performance in organizations through quality graduate business education from a vital Christian perspective.

The Master of Business Administration degree is an advanced academic degree which builds upon an appropriate undergraduate foundation. A total of 40 units (taken in a cohort) are required for the degree. The Graduate Program in Business exists primarily to serve adults who have developed quality experience in the business world and desire to continue their education in a field that is beneficial to their needs and careers. It is designed to reach out to those individuals who are interested in the acquisition of knowledge and skills shared from a vital Christian perspective, where values and human dignity are stressed and expected. This program, from start to finish, takes two years. Completion of the program provides students with the tools and the credentials to advance in their respective fields.

### **GRADUATION REQUIREMENTS**

1. Successfully complete the requirements for the core Common Professional Component (This is done either by meeting a prescribed set of pre-requisite courses prior to enrolling or by attending a prescribed set of seminars as assigned by the Program Director.)
2. Complete the approved graduate program of 40 units, including the final project.
3. Achieve a cumulative grade point average of 3.000 or higher. A student may earn a maximum of two "C" grades in the program.
4. Pay all tuition and fees in full.
5. Complete (with appropriate approval) the application for Master of Business Administration degree by the time indicated for the program.

### **COHORT PROGRAM**

1. The cost of the entire program was \$18,000 for 2001-2002. The 2002-2003 program cost is \$19,000. There is be an additional charge for students who are required to attend seminars to complete the Common Professional Component.
2. Students apply for the entire program, not individual courses within the program. Books, materials, identification, and fees are added.
3. All classes are taken within a cohort as follows:  
BUS 500 Learning Faithfully: Management History and Current Practice  
BUS 510 Organizational Behavior and the Future  
BUS 515 Managerial Accounting  
BUS 520 Managing Human Resources  
BUS 530 Managerial Economics  
BUS 540 Technological Innovation and Management Knowledge  
BUS 550 Operations Management  
BUS 555 Marketing in an Entrepreneurial World  
BUS 560 Contemporary Management in a Competitive World  
BUS 570 Financial Management  
BUS 575 Strategic Management  
BUS 580 Managing Faithfully: Putting Faith to Work in the Marketplace  
BUS 595 Masters Applied Project (6units)

Students should read carefully the general regulations concerning admission to a graduate program at Point Loma Nazarene University and the basic requirements for graduate degrees.

**BUS 500 (1) LEARNING FAITHFULLY: MANAGEMENT****HISTORY AND CURRENT PRACTICE**

This course explores the progression of management thought from a foundation found in the scriptures through its development to current practice. An understanding of the impact of historical management thought upon today's manager is explored. Students are also exposed to Wesleyan (Grace, Faith, and Holiness) thought as it relates to the curriculum of management. Students are introduced to seminal works through reading assignments prior to starting the class. Concepts such as classical management theory, behavioral theory, cohort learning, and the impact of faith in the marketplace are discussed.

**BUS 510 (3) ORGANIZATIONAL BEHAVIOR AND THE****FUTURE**

This course is about the study of how organizations behave and the impact of values, diversity, and technology upon organizational behavior. Students examine the process through which managers learn to apply concepts from the behavioral sciences to observe, understand, and influence behavior in the workplace. Concepts such as motivation, leadership and application of techniques for individual and organizational growth and decision-making in a global environment are discussed.

**BUS 515 (3) MANAGERIAL ACCOUNTING**

Develops the concepts and techniques necessary to analyze financial statements and management accounting reports. In particular, participants will learn to use these statements and reports as effective management tools for decision making in the coordination of managerial and organizational activities.

**BUS 520 (3) MANAGING HUMAN RESOURCES**

Explores the management of human resource functions including employee selection, training, evaluating, and compensation. Stresses the importance of Human Resources in a rapidly changing global environment impacted by different sets of values and progressive technology. Examines the impact of the setting in which human resources takes place. It also addresses labor relations, collective bargaining and equal employment opportunity issues.

**BUS 530 (3) MANAGERIAL ECONOMICS**

This course is about the study of the main principles and techniques of managerial economics and its applications to designing practical solutions to everyday business problems and managerial challenges. The major topics covered in this course include the theories of

price, production, consumer behavior, cost, distribution, the firm, risk and uncertainty, transaction costs, and games. The analysis of the various market structures is also an integral aspect of the course. This course introduces students to managerial applications of demand, supply, consumer choice, cost and marginal analysis, pricing behavior in different market structures, and optimal resource allocation, and also provides them with the opportunity through which they become familiar with new developments in the techniques of managerial economics. The design and delivery of this course create the requisite environment through which students come into contact and grapple with pertinent ethical issues, questions, and the significance of biblical principles in the management process. Due to the objectives and nature of this course, assignments, class discussions, and group work encourage students to develop critical thinking and problem solving skills in a global context. The course is organized around biblical principles and the significance of the human quality in managerial decision making.

**BUS 540 (3) TECHNOLOGICAL INNOVATION AND****MANAGEMENT KNOWLEDGE**

This course will investigate and demonstrate the planning and implementation of strategies that help organizations improve productivity, satisfaction, and responsiveness to the environment. The course views management from the perspective of human systems and organizational development, technological innovation, and strategic management.

**BUS 550 (3) OPERATIONS MANAGEMENT**

This course focuses on the delivery of high quality products and services in competitive environments. It addresses the issues of total quality management and continuous process improvement. The approach is quantitative in nature, exploring collection of relevant data, data analysis techniques and development of information systems to support management decision-making. In addition the course is designed to allow for the exploration of the use of the data generated by the tools used in this field.

**BUS 555 (3) MARKETING IN AN ENTREPRENEURIAL****WORLD**

This course examines the issues involved in organizing and operating start-up businesses and new ventures as well as the role of marketing in today's organizations. Attention is given to the ethical, social, and economic problems faced by entrepreneurs and marketing managers.

**BUS 560 (3) CONTEMPORARY MANAGEMENT IN A COMPETITIVE WORLD**

This course explores how high performance in organizations is related to ones ability to adapt to changing internal and external needs and the impact of values upon the performance of the organization. It will examine the environmental, structural, and human dynamics of organizational change, including factors bearing on organizational rigidity or flexibility. The role of leaders in implementing collaborative change processes will be stressed along with a study of strategies for involving others in the designing and execution of change projects in a technologically and culturally changing world. The course will include an assessment of the student's own orientation to change and style of change leadership.

**BUS 570 (3) FINANCIAL MANAGEMENT**

This course explores the role of the financial manager in providing the financial resources necessary for successful operation of the firm. It addresses the topics of evaluating financial performance, financial forecasting, asset valuation, capital budgeting, planning the firm's capital structure, and corporate restructuring.

**BUS 575 (3) STRATEGIC MANAGEMENT**

The aim of this course is to give the student a through understanding of the analytical techniques and skills necessary to identify and exploit strategies successfully. Students explore steps taken toward achieving the objective by understanding an overview of the main elements of the strategic management process, and examination of how they fit together, and a discussion of the factors that affect the quality of strategic decisions generated by the process.

**BUS 580 (3) MANAGING FAITHFULLY: PUTTING FAITH TO WORK IN THE MARKETPLACE**

This course integrates the student's professional management analysis and decision making, with the academic knowledge gained throughout the graduate experience. It is intended to re-emphasize to the student the challenges faced by managers who must balance the needs of customers, shareholders, employees, and other stakeholders with Biblical, ethical, and legal considerations. Specifically how does being a Christian impact the application of management in general and at the student's place of employment and how does the student integrate his or her faith into the marketplace.

**BUS 595 (1-6) MASTERS APPLIED PROJECT**

To complete the graduation requirements for the MBA program, the student must complete and defend a project applying academic and professional experience in the development of a recommended solution of a specific complex situation found within an organization. Development of the project is done as a directed study with the guidance of the student's mentor in the program. The project is divided into four parts: proposal, fact finding, solution building, and presentation to a faculty committee.