MASTER OF BUSINESS ADMINISTRATION

OVERVIEW:

The program's curriculum consists of 12 courses. There are no prerequisites for students with an undergraduate degree.

The MBA, taught from a Christian worldview, is designed to equip students to lead and manage top-level teams effectively. It is ideal for people in both for-profit and non-profit organizations, including churches.

The MBA program is ideal for aspiring leaders, equipping them with the knowledge and skills they need to lead in any organization. Students in this program focus on topics such as understanding organizational processes, building strong & effective teams, organizing and leading groups, managing conflicts, and leading organizational change.

DESCRIPTION:

Over the past decade, the critique of today's business schools has become commonplace. From corporate executives to scholarly researchers, all agree the gap between what businesses need from MBA graduates and what they get from them is widening (Porter and McKibbin 1988). Many programs contain an extensive focus on rigorous quantitative analysis, which comes at the expense of significant, values-driven perspectives. This trade-off may help the bottom line on the company's profit & loss statement, but the potential impact on employees and the greater society may cause significant harm (Gentile 2012). Because of the lack of integration across disciplines, students in most MBA programs are not developing a complete range of knowledge to prepare them for management work (Datar, Garvin and Cullen 2010). Many scholars argue the tremendous damage to the stakeholders of Enron, Worldcom, and Tyco, to name a few, as well as the impact of the global financial crisis, can be attributed to failures in the top business schools (Giacolone and Wargo 2009, Holstein 2013).

In a comprehensive study of MBA curricula, Rubin and Dierdorff (2009) drew upon a competency model derived from the U.S. Department of Labor's Occupational Information Network (O*NET), which contained 52 managerial occupations from a sample of 8,633 managers (Rubin and Dierdorff 2009). The model depicts six primary behavioral competencies underlying managerial work; managing human capital, managing decision-making processes, managing administration and control, managing strategy and innovation, managing logistics and technology, and managing the task environment. Of the six, managing human capital and managing the decision-making process were shown by O*NET ratings to be significantly more important than the other four (Rubin and Dierdorff 2009). In a survey of business leaders and entrepreneurs in Middle Tennessee, responses concurred with the O*NET findings.

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Therefore, students in the MBA develop skills training to prepare them for the management of human capital, and the management of decision-making processes permeate the entire program curriculum. Regular surveys routinely depict curriculum to be among the most significant factors driving student perception of their MBA courses (GMAC 2011).

MBA courses will equip the student to move into a career position as a professional manager. To best equip students to meet the management needs in the business community, the MBA has a balance of theoretical research with technically oriented training, and practical research with blended soft and hard-skills training. Decision-making from a biblical worldview will equip students with a foundation based on the truth of God's word, not the moral relativity so commonly accepted in today's business environment. As such, the curriculum fully integrates faith and learning with a biblical worldview. The curriculum selection for the MBA program was determined using several criteria, including fulfilling program objectives supporting the institutional mission and courses must being relevant to the management needs within the business community. Classes contain a blend of theory and practical application. Professors use case studies, lectures, guest lecturers, scholarly reading, and technical training to achieve the learning objectives of each course, and the program curriculum prepares the student to manage the small to medium size entrepreneurial venture in our globalized economy.

REFERENCES:

Datar, S. M., D. A. Garvin & P. G. Cullen. 2010. *Rethinking the MBA: Business Education at a Crossroads*. Boston, MA: Harvard Business School Publishing.

Gentile, M. C., 2012. *Giving Voice to Values: How to Speak Your Mind When You Know What's Right*. New Haven, CT: Yale University Press.

Giacolone, R. A. & D. T. Wargo (2009) The Roots of the Global Financial Crisis are in our Business Schools. *Journal of Business Ethics Education,* 6. https://www.researchgate.net/publication/280685967_The_Roots_of_the_Global_Financial_CrWoSs_Are_in_Our_Business_Schools.

GMAC. (2011). Global Management Education Graduate Survey. Reston, VA: Graduate Management Admission Council.

Holstein, W. J. (2013) The Multipolar MBA. *Strategy+Business,* January 21. https://www.strategy-business.com/article/00164?gko=13932.

Porter, L. W. & L. E. McKibbin. 1988. *Management Education and Development: Drift or Thrust into the 21st Century*. New York, NY: McGraw-Hill.

Rubin, R. S. & E. Dierdorff (2009) How Relevant Is the MBA? Assessing the Alignment of Required Curricula and Required Management Competencies. *Academy of Management Learning & Education,* 8**,** 208-224.

CURRICULUM:

BUS 501 Entrepreneurship (3)
BUS 510 Entrepreneurial Finance (3) or OL 570—Financial Statement Analysis (3)
BUS 520 Business Strategy (3) or OL 575—Strategic Planning (3)
BUS 530 Venture Growth Strategies (3)
BUS 540 New Venture Management (3)
BUS 550 Entrepreneurial M&A, Exit Strategies, and Succession Planning (3)
ECON 500 Managerial Economics (3)
OL 501 Biblical Principles for Global Leadership (3)
OL 510 Ethical Leadership in Public Life (3)
OL 530 Organizational Culture (3)
OL 565 Business Risk Management (3)
MKT 501 Marketing for Entrepreneurs (3)
Program Total: 36 Credit Hours

PROGRAM OBJECTIVES:

1. Empower graduates to be on mission for Christ in the global entrepreneurial community.
2. Integrate faith with learning bringing forth the perspective of a biblical worldview.
3. Provide a blend of academic rigor and practical application to prepare the graduate to fulfill the role of a well-rounded professional manager.
4. Build the skills necessary to succeed in today's competitive global business environment, including critical thinking, teamwork, project management, research and evaluation, public speaking, creative thinking, competitive and collaborative strategy.
5. Demonstrate quantitative technical training
6. Equip graduates to manage decision-making processes, create diversity in workgroups, develop interpersonal skills, and manage human, financial, and physical capital.
7. Incorporate biblical and ethical foundations for all aspects of leadership.
8. Justify the necessity of a leader's spiritual life.

DEGREE:

The program consists of 36 semester credit hours. Graduate students must also maintain a cumulative grade point average (GPA) of 3.0 for MAOL courses being earned toward the degree. The program must be completed within sixty months from the cohort start date. The program must be repeated if coursework is not completed within the (60) sixty-month time frame.

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COURSES:

BUS 501 Entrepreneurship (3)
Entrepreneurs are willing to make difficult and complicated decisions for which most people are not willing to take responsibility. The implications of those decisions result in the vital contributions of entrepreneurs to economic growth. This course will provide the student with an introduction to entrepreneurship from the perspectives of arbitrage, innovation, and risk-taking. Students will learn to collect information, make judgment calls, raise finances, and develop organizations. Additionally, students will learn the impacts of multiple factors: the volatility of the business environment, market structure, attitudes to risk, the availability of capital, government policy, and the dynamics of social and cultural aspects of the environment.

BUS 510 Entrepreneurial Finance (3)
Entrepreneurs face many challenges when obtaining financing for new and emerging ventures. In many cases, securing outside funding is critical to the viability, sustainability, and growth of the firm. This course will expose the student to the many challenges, returns, and risks with entrepreneurial financing as well as the many sources of capital, including angel investors, venture capital funds, private equity funds, initial public offerings, hedge funds, trade credit, factoring and discounting, leasing, banks, microfinance, and project finance. Students will learn to assess the firm's capital structure and its impact on profitability.

BUS 520 Business Strategy (3)
Setting the strategic direction for the business is the most complex task facing the leadership in the firm. The complexity exists because the business strategy of a firm is forward-looking, which is unknown and unknowable, the dynamic environment in which they compete, and the plethora of choices in strategic paths available to leadership. Adding to the complexity of crafting a business strategy is the people. In this course, students will learn to craft, identify, assess, and execute the strategic decisions facing a firm in the present-day marketplace. Students will also learn to recognize and navigate through the complexity of the individual views and motives of the leadership team, which may or may not be explicit, and the constraints present by their past experiences, assumptions, biases, and prejudices.

BUS 530 Venture Growth Strategies (3)
In both small and large companies alike, significant growth presents challenges to a firm's resources. This course will examine internal and external growth strategies, provide the student with a framework to optimize strategic growth decisions, and align within the elasticity of the firm's resources.

BUS 540 New Venture Management (3)
Both challenges and opportunities accompany the growth of an entrepreneurial company. This course provides the concepts and framework necessary to enable entrepreneurial management in organizations of all sizes and types. The course focuses on the decision entrepreneurs must make to recognize and capture opportunities, obtain and allocate resources, challenge and direct personnel, and adapt goals and strategies to a changing business environment.

BUS 550 Entrepreneurial M&A, Exit Strategies, and Succession Planning (3)
A frequent discussion around the entrepreneurial water cooler is the topic of mergers and acquisitions. Many entrepreneurs start a venture with the intent of one day selling to another firm and realizing the benefits of a liquidity event while others focus on purchasing another firm to execute their growth strategy. In this course, students will explore the world of M&A as a growth strategy and as an exit strategy. They will learn to identify elements crucial to company valuations and identify hidden values in acquisition targets while discovering keys to creating economic value in their organization. Additionally, students will investigate alternatives to M&A as an exit strategy and learn to build effective succession plans for the management of the firm.

ECON 500 Managerial Economics (3)
In today's business environment, managing a successful business requires decision-making that is informed by an understanding of the market environment in which the firm operates. This course will prepare the student with the analytical skills necessary to anticipate market dynamics and managing the growth of the firm. The course curriculum brings together the disciplines of management and economics to equip the student with the tools necessary to make sound decisions.

OL 501 Biblical Principles for Global Leadership (3)
This course is an examination and analysis of the qualities and practices of the effective Christian leader, particularly across cultural boundaries. This study will be based on principles in Scripture and related literature, with attention to devising a personal philosophy of intercultural leadership.

OL 510 Ethical Leadership In Public Life (3)
This course is a survey of the development of ethical thought, both ancient and modern. Various ethical systems and their proponents, including alternative Christian perspectives, will be covered along with a discussion of contemporary ethical problems.

OL 530 Organizational Culture (3)
This course builds critical skills and competencies that enable leaders to achieve the mission and vision of their organizations and is designed to help leaders understand why organizational culture matters and how to create, discover, and transform their organizational culture. Topics include interpersonal group behavior, complex organizational behavior, leadership styles, the contribution of communications, and the integrative role of management in organizations.

OL 565 Business Risk Management (3)
This course is designed to explore the various risks that businesses face on a daily basis. Dealing with BR from a biblical basis can be challenging for those who don't have a solid foundation; hence the biblical basis for evaluating BR will be emphasized. Among the topics explored and studied are insurance (warranties and indemnifications), corporate finance and integrating risk management, managing the tension between risk and innovation, and investing in the business.

OL 570 Financial Statement Analysis (3)
"Finance is the language of business, the lifeblood of the economy, and an increasingly dominant force in capitalism." Mihir A. Desai, Mizuho Financial Group Professor, Harvard Business School.

Good decision making, especially in complex matters, require business leaders to review, analyze, and understand both qualitative and quantitative impacts on an organization. This course will equip the student with tools to understand, analyze, and interpret company financial data and the related implications for the organization. Key topics for the course include financial statement analysis, operational analysis, budgeting, forecasting, capital structures, and investment analysis.

OL 575 Strategic Planning (3)
"Strategy is about setting yourself apart from the competition. It's not a matter of being better at what you do – it's a matter of being different at what you do." Michael Porter, Bishop William Lawrence University Professor at Harvard Business School. This course will equip the student with the core concepts, analytical tools, and language, essential to crafting, implementing, and executing business strategies in today's competitive business environment.

The curriculum provides a blend of well-settled management principles in business strategy with recent research findings and contributions to the scholarly literature on the topic. Class discussions will revolve around the case studies of real-world companies led by active practitioners in the field.

MKT 501 Marketing for Entrepreneurs (3)
One thing all entrepreneurial ventures need is customers. This course focuses on the role of entrepreneurial marketing in the value creation process, which leads to sustainable methods of acquiring, retaining, and communicating with customers. Students will learn to develop and launch marketing campaigns by developing key performance indicators, defined metrics and milestones, and the deployment of appropriate customer discovery tools to identify the customer and market needs, problems, and entrepreneurial opportunities.