

BUSINESS (BUS)

BUS 5000. Graduate School Success. (3 Credits)

This course is designed to ensure that the student has the necessary foundation in academic writing and research skills to be successful in completing the expectations of the graduate program. Course work will position incoming students to understand the Concordia University graduate learning environment, learn to conduct research, and write for the academic community

BUS 5005. Business Foundations for Administrative Professions. (3 Credits)

This course covers the four prerequisite requirements to enter the MBA program. It can also be taken by any student who would like a refresher of fundamental business principles. This course provides an integration of management, accounting, finance, and business statistics foundations to help prepare students for the rigors of the MBA program.

BUS 5100. Ethical Leadership for Dynamic Organizations. (3 Credits)

Take an intensive journey and gain a deep sense of virtuous behavior that creates and deploys people-focused organizations for the betterment of society. This course will analyze foundational ethic principles that can ignite organizational growth.

BUS 5110. People-Focused Management. (3 Credits)

Discover how to create people-focused organizations that achieve growth, build brands and generate exceptional experiences for employees and customers. This course will provide initiatives and tools for motivating organizations to maximize the triple bottom line: people, profit and planet.

Prerequisites: (MBA 519 or BUS 5100).

BUS 5120. Financial Analyses to Drive Business Growth. (3 Credits)

Learn accounting and financial insight to drive business decisions that result in profitable and sustainable growth for an organization. Students will interpret financial reports, evaluate investments and understand the implications of financing strategies.

Prerequisites: (MBA 519 or BUS 5100).

BUS 5130. Mastering Analytics and Decision Making. (3 Credits)

In this course, students will learn how to use statistics for practical business applications and apply the bulletproof problem-solving approach to business challenges. Students will be able to tell a story with data and interpret and present Tableau visualizations.

Prerequisites: (MBA 519 or BUS 5100).

BUS 5140. Managerial Economics & Econometrics. (3 Credits)

This course provides a clear and balanced presentation of relevant economic practices, analytics, theories and concepts. The focus of this course will be on the application of modeling and predictive analytics, relevant theories and the tools of analysis in the decision-making sciences to examine how managers make optimal economic choices in the face of constrained resources. The course should be thought of as applied analytical economics, emphasizing those topics of the greatest interest and importance to decision-making managers and economists, including demand, production, cost, pricing, market structure and government regulations.

Prerequisites: (MBA 534 or BUS 5130).

BUS 5200. Ethics and Organizational Leadership. (3 Credits)

This course presents both contemporary business issues facing managers and behavior science concepts and theories. Emphasis will be on developing theoretical skills for analyzing ethical issues, understanding organizations, competing claims, and formulating sound well-grounded policies. Also covered will be development of an understanding of how society develops and changes ethical norms; and how leadership plays a role both from an individual, group, and organizational perspective.

BUS 5210. Issues in Human Resource Management. (3 Credits)

Explore Human Resource Management and Development concepts that impact employee productivity and organizational effectiveness. Discover current methods and practical business applications that lead to employee engagement and retention by examining employee approaches that can unleash human expertise at the individual, group, and organizational levels.

BUS 5220. Accounting and Financial Analysis for Decision Making. (3 Credits)

This course is the study of the interpretation and use of Accounting reports in decision making. Topics covered include financial statements, forecasting of financial performance/budgeting, cost-profit relationships, break-even analysis, and management planning and control. Undergraduate accounting prerequisite required.

BUS 5230. Applied Statistics. (3 Credits)

This course studies statistical methods used in business decision making, including the use of both descriptive and inferential techniques, probability, regression, and research study designs. Application and integration of statistical methods in business-related fields is emphasized along with the use of computer analysis. Undergraduate statistics prerequisite required.

BUS 5240. International Business. (3 Credits)

This course is the study of business with an international context, with special attention paid to the problems peculiar to international business, as well as current trends, such as globalization, cultural environments, foreign exchange markets, and managing international operations.

BUS 5250. Supply Chain Management. (3 Credits)

This course is the study of the integration of organizational strategies, policies, and programs across organizations— both the parent organization, supplier organizations, and sub-supplier organizations. Students in this course will examine supply chain management in both a domestic and global environment.

BUS 5260. Legal Aspects of Business. (3 Credits)

This course encompasses both the study of the contemporary legal issues facing managers and the development of practical skills for analyzing decision-making from legal and ethical standpoints. Issues will be studied from the position of managerial decision-making with an emphasis on the establishment of well-grounded policies intended to prevent and resolve disputes.

BUS 5270. Risk Management and Insurance. (3 Credits)

This course is an introduction to the tools of insurance and risk management. Property, life, health and liability insurance will be discussed.

BUS 5500. Fraud Management. (3 Credits)

This course is designed to provide students with a basic understanding of the principles of occupational fraud, emphasizing circumstances with which any management team may ultimately be confronted. The course covers fraud in the areas of skimming, cash larceny, check fraud; register schemes, and misappropriation of cash and assets. A brief overview of corruption and interviewing of employees when a fraud is suspected is also included.

BUS 5600. Publicity and Public Relations. (3 Credits)

This course examines the techniques and strategies used to gain public support for an individual or organization. How spokespersons are selected and used to project policy are examined along with the use of techniques, such as interview and speech opportunities. A special emphasis is placed on integrating strategies and tools used by professionals to market a product or idea, increase sales, or change an organization's positioning or reputation. Campaigns are analyzed through a management approach that stresses strategic planning and implementation techniques.

BUS 5610. Managerial Communication. (3 Credits)

This course presents major approaches to management, focusing on theories of employee motivation, morale, resource management, communication network, upward and downward messages, and superior-subordinate relationships. Diagnostic instruments are utilized in analyses and evaluation of managerial communication, identifying strengths and limitations. The focus is on setting behavioral goals for improving communication skills.

BUS 5620. Public Speaking: Professional Reports & Presentations. (3 Credits)

This course addresses the development of proficiency in organizing, researching, structuring, editing, and presenting oral presentations. It covers a diverse range of topics from delivery, visual aids, nonverbal communication, and voice, to argumentation, evidence and emotional appeal.

BUS 5700. Corporate Finance. (3 Credits)

This course is a study of the function of finance and the flow of funds within the corporation. This course emphasizes financial analysis, decision-making, planning and controlling, capital acquisition and use, and strategic planning. This is a 3-credit course. It is required that students have had an undergraduate finance class or equivalent prior to attempting this class. This course focuses on three competencies within the MBA program: numeracy, decision-making, and communication. The financial and calculatory elements represent numeracy. This skill is then used to improve the decision-making ability of the financial manager. The decisions are then communicated, in this class, in written format to the end user (board, shareholders, and other stakeholders). It is also expected that financial practitioners will make decisions based upon ethical practices, therefore, ethical and spiritual development is also involved.

BUS 5710. International Finance. (3 Credits)

This course presents the study of financial management in the global market-place. Topics will include foreign exchange, decisions relating to capital budgeting in relation to the flow of funds, and the investment alternatives for management and investors. The course also covers causes for foreign direct investment, international trade and balance of payments, foreign exchange and exchange risk management, and international capital budgeting. It provides a conceptual framework within which the key financial decisions of the multinational firm can be analyzed.

BUS 5720. Financial Institutions Management. (3 Credits)

This course provides an understanding of the financial services industry with a focus on measuring and managing risks. It is designed for the practical application of measurement and management techniques, thus complex formula-driven techniques will be reviewed in concept.

BUS 5730. Securities Analysis. (3 Credits)

This course is the study of investment choices and the analysis of each for the investment decision. Stocks, bonds, derivatives, and mutual funds are all examined. Understanding the characteristics of securities and how to evaluate those using financial spreadsheets and internet applications toward making a capital decision is emphasized.

BUS 5800. Healthcare Transformation & Leadership. (3 Credits)

This course covers five areas of healthcare leadership; including leadership in healthcare, leadership skills, organizational culture building, leading people, and health care delivery.

BUS 5810. Healthcare Quality and Legal Regulation. (3 Credits)

Healthcare Quality and Legal Regulation examines the legal aspects of health care administration and provides a strong foundation in health law and ethics including liability and contract law related to health care; licensing, staff privileges, and peer review; informed consent, patient rights and privacy; anti-kickback and fraud regulations; malpractice risk and insurance; and human resources functions related to health care.

BUS 5820. Innovation in Global Health. (3 Credits)

A comprehensive overview of healthcare access and delivery in 11 developing and industrialized countries. An integrated approach and synthesis-based organizational framework is explored to develop leadership strategies for analysis and envision creative solutions to current healthcare crises.

BUS 5830. Healthcare Strategy & Operations Management. (3 Credits)

Focuses on principles of strategic management and competitive analysis to support strategy development for health care organizations. Provides an understanding of how current business and management knowledge is applied to health care organizations to promote future success and competitive advantage.

BUS 5840. Economics and Public Policy of Health Care. (3 Credits)

This course is a study of the demand for health care compared to the supply of providers of health care services. Consideration is given to an economic analysis of health care policies with emphasis on the ethical implications of policy decisions.

BUS 5850. Special Topics in Health Care. (3 Credits)

This course will offer students the opportunity to explore many of the issues that are confronted in healthcare today. Healthcare has been moving in the direction that finds the public and businesses more concerned with the costs, quality of life, and the increasing role of government leading to the beginning of the debates to resolve these issues.

BUS 5900. Human Resource Management and Administration. (3 Credits)

This course provides a broad overview of the human resource management and administration function, with a focus on the relationship between human resources and the organization's strategy. Students will complete several self-assessments, engage in human resource simulations, and complete video case studies. Topics include the human resource environment, acquisition and preparation of human resources, assessment and development, compensation, and strategic management of the HR function.

BUS 5910. Training and Development. (3 Credits)

This course provides an in-depth examination of the training and development practices that support organizational growth and employee career advancement. Aligned with SHRM (Society for Human Resource Management) guidelines, students will explore the needs assessment process, the design and implementation of training programs, and the evaluation of training effectiveness. The course also examines traditional and technology-based training programs, as well as social responsibility issues related to legal compliance, managing diversity, and career development. Future trends and developments in the training and development field are also discussed. Throughout the course, students will have the opportunity to apply course concepts and theories to real-world situations through case studies, simulations, and other experiential/application-based learning activities.

BUS 5920. Risk Management. (3 Credits)

This course is aligned with SHRM (Society for Human Resource Management) guidelines regarding risk management in human resources. Topics covered include: disaster preparation, business continuity, and recover planning, financial implications of managing risk, human resource audits, and legal compliance.

BUS 5930. Human Capital Analytics. (3 Credits)

This course covers the forms, types, applications, interpretations, and capabilities of human capital analytics. Students will learn to ask insightful questions, understand key terms, and intelligently apply data. This course provides a practical approach to using data to solve human resource challenges and presenting data through visualization and storytelling.

BUS 6000. Strategic Innovation. (3 Credits)

This course is designed to introduce students to the practices necessary to stimulate and manage innovation in an organization. Students are given frameworks and methods for designing, developing, and implementing innovation in real work situations. The aim of the course is to provide the learner with the perspective and skill base necessary to lead innovation#focused projects, people, and ventures. How to create an organizational culture for innovation and commensurate competencies will also be introduced. This course will emphasize how innovation tools and methods can be successfully employed in real work situations. Each module is designed to engage in a conceptual and experiential application of innovation practices.

BUS 6010. New Venture Formation and Business Development. (3 Credits)

This course focuses on the process of writing a business plan suited to a new venture, as well as on business development. Students are guided through the process of writing their own business plan. Students also gain an understanding of the business development process, associated with commercializing a product or service within a company.

BUS 6020. Intellectual Property and Regulatory Issues. (3 Credits)

This course provides lectures and case studies on various aspect of intellectual property and regulatory matters as they relate to product development and commercialization. An overview is provided of the major forms of intellectual property (IP): patent, trademark, copyright and trade secret. IP issues as they pertain to the business of product development are presented through case studies and lectures.

BUS 6300. Management Information Systems. (3 Credits)

This course introduces students to managing the use of technology and information systems that effectively support organizations and allow them to meet their goals. Fundamental concepts of information systems and their underlying technology are presented in the framework of tools for personal and managerial problem solving.

BUS 6310. Data Communications and Networking. (3 Credits)

This course presents the fundamentals of data communications including communication media and equipment, protocols, network architectures, network hardware, and network software. The Internet is discussed in detail, along with local/hybrid/cloud and software defined WAN. Network management objectives and techniques are presented.

BUS 6320. Systems Analysis and Design. (3 Credits)

This course presents a short overview of information systems followed by a comprehensive treatment of modern techniques of systems analysis and design. Each of the five steps in the Systems Development Life Cycle (SDLC) is discussed in detail. A variety of case studies are considered and tools for systems analysis and design are presented. Extensive use is made of pertinent web sites.

BUS 6330. IT Governance and Cybersecurity. (3 Credits)

Course covers current topics in cybersecurity, including security culture, physical and digital attack vectors, and IT governance frameworks. This course also provides introductory coverage of many of the topics in the CISSP certification path, such as security and risk management, security architecture and engineering, communications and network security, identity and access management, security assessment and testing, and security operations.

BUS 6340. Artificial Intelligence in Business. (3 Credits)

This course will introduce the building blocks/concepts of artificial intelligence, machine learning, and deep learning. Students will understand the impact of artificial intelligence in various businesses and learn how organizations leverage artificial intelligence in their business solutions. Students will apply various techniques and tools related to AI solutions.

BUS 6400. Nonprofit Fundraising and Grant Writing. (3 Credits)

Students will explore and learn to apply the most current best practices in the area of fundraising and grant writing for nonprofit organizations. Given the vital nature of fundraising and grant writing for almost all nonprofits, this course will provide the tools necessary for success in this field. All major and current aspects of fund development will be covered, with special emphasis given to the development of the case of mission support. Students will learn to approach fundraising from an ethical perspective consistent with Christian values and integrity. Upon successful completion of this course the student will be well equipped for entry into a career as a fundraising professional.

BUS 6500. Introduction to Lean. (3 Credits)

This course introduces a series of concepts and practices directed toward improving customer value and reducing waste. Lean means creating more value to the customer with fewer resources. The course will focus on how to systematically expose unneeded processes, materials, and effort to make operations processes more effective and customer focused.

BUS 6510. Global Production and Operations. (3 Credits)

This course is a study of production and operations as directly linked to global supply chain management. Topics included address operations and supply chain resilience, quality management systems and metrics, understanding, analysis, and mitigation of risk, anticipating and planning for environmental conditions, handling disruptions, and sustainability. As part of this course, tools such as the failure modes and effects analysis, risk matrix, and process capability will be covered.

BUS 6520. Management Science and Analytics. (3 Credits)

This course introduces techniques and methods used in business management to analyze and solve business problems. The course will also explore the reasoning behind the use of management science techniques. We will explore various practices from the field of management science that can be applied in spreadsheet models to help in the decision-analysis and decision making process. The course will also present techniques to assist managers with planning, organizing, leading and controlling projects.

BUS 6700. Strategic Marketing. (3 Credits)

This course is a study of the planning, implementation and control of the marketing function. Topics covered include: market segmentation, use of marketing research in decision-making, use of media and promotion, budgeting, and marketing program evaluation.

BUS 6710. Digital & Social Media Marketing Strategies. (3 Credits)

This course is designed to help the student understand the social media and digital revolution; the concepts, tools and applications. This course will provide students with the practical knowledge and insights needed to successfully plan, implement, manage, and measure digital and social media marketing efforts.

BUS 6720. Consumer Behavior. (3 Credits)

This course explores how and why consumers behave as they do. Students will analyze the external and internal influences that affect consumer purchase behavior, investigate how these are filtered through a consumer's core identity and sense of self, and will try to understand and parse out all the variables that can change a purchase decision. Students will use these learnings to create a final project that attempts to reposition and increase sales for a well-known American brand.

BUS 6730. Advertising & Integrated Marketing Communication. (3 Credits)

This course is the study of advertising in a context of marketing communication and integrated marketing. It covers all forms of promotion which exist to inform and persuade the diverse and fragmented audiences that seek goods, services and ideas. The course places the advertising function within a marketing framework while recognizing that advertising is both an art and a science. Prerequisites: (MBA 550 or BUS 6700).

BUS 6740. Marketing Research and Intelligence. (3 Credits)

The purpose of this class is to understand market research concepts, methodologies, segmentation, sampling, interpretation and analysis of data, questionnaire writing and design, and how to present findings in a manner that benefit an organization and aid in strategic decisions. Research trends and ethics within market research will also be covered. The class will culminate in a final project and presentation.

BUS 6800. Sustainability and Social Entrepreneurship. (3 Credits)

The adoption of the tenets of sustainability in all sectors of the economy continues to gain traction. This course introduces the graduate student to the triple bottom line of Sustainability (People, Planet and Profit) as related to the development of products and to Social Entrepreneurship concepts that guide how such a business is run. The course is designed to provide a student from any discipline a foundation on the key competencies embedded in sustainability and sustainable development. The focus of the course is on balancing a company's need to maximize profits while also minimizing negative impact on the environment and maximizing positive social impact. Industry-relevant examples from the areas of healthcare and natural sciences are used to illustrate these concepts in a practical way.

BUS 7000. Industry Leaders Seminar Series. (3 Credits)

This course introduces the graduate student to best practices in business administration from the perspective of organizational leaders who give guest lectures for the students. Students get exposed to the culture, business and technical aspects of various industry types, and hone their professional networking skills. Series delivered over two semesters and combines on-campus and online components.

BUS 7010. MBA Internship / Intraship. (1-3 Credits)

The internship experience provides the student with a practical application experience that cannot be duplicated in the classroom. Curricular emphasis is placed on student use of learned skills and exposure to hands-on business techniques. Students must work in an approved business site for a minimum of 120 hours to practice skills discussed in other MBA classes. All sites are to be approved by the MBA internship instructor. International students must have their I-20s signed by the school's designated school official before they begin this experience.

BUS 7020. Business Coaching. (3 Credits)

This course takes a practical Coaching approach to exploring the student's lifelong learning mindset toward professional development while discovering personal and professional strengths that can impact business interactions, behavior, and decisions. No matter where a student is in their learning journey or professional career, this course is designed to invite self-discovery and appreciative inquiry to forefront. Students will assess goals and strategies for upskilling, enhanced performance management, and career advancement.

BUS 7030. Service Learning. (3 Credits)

Students will explore how they can best use their God-given talents in service to Christ in the Church and in the world through participating in readings, discussions, weekly reflections, and volunteer activities. Students will volunteer 15 hours of their time at an organization of their choosing. By the end of this course, students will understand what it means to "Live Uncommon" and be ready to apply these principles as Christian business leaders.

BUS 7040. Study Abroad. (3 Credits)

This course allows students to travel abroad to experience business and cultures other than that available in the United States. Students will be immersed in an environment that will allow improved cultural awareness, communication skills and tactile learning. Special International Student Information: This class is available only to students for opportunities outside the home country of the international student.

BUS 7050. Project Management. (3 Credits)

This course presents project management from a practical point of view. The course focuses on the technical aspects of project management that are directly related to practice. Numerous career examples are considered to help explain how to apply proven project management tools in different disciplines. Students will actively use techniques to manage a group project and focus on each stage of a project's life#cycle. Software tools for project design and management are also presented and used.

BUS 7060. Introduction to Six Sigma. (3 Credits)

This course introduces a method that organizes an operational improvement project into five components: define, measure, analyze, implement and control (DMAIC). Similar to a scientific research project, students will learn the Six Sigma process and how to use measures and statistics to make the right decisions to improve the effectiveness of organizational operations. This is an "application project course" and the project will be the most significant mediator of success and the final grade.

BUS 7090. Special Topics: Business & Industry. (3 Credits)

This course covers a wide range of emerging and existing topics and is designed to be flexible as to capture commercial and industrial innovation as they develop. One such example is water. By collaborating with the 123 organizations in SE Wisconsin that are in water as well as the Water Council, Water Institute and the New School of Fresh Water Sciences, we can prepare students for employment in specialty sectors. Another example is energy but, specific to employment in the SE Wisconsin's industrial and commercial energy sector.

BUS 7500. Strategic Management. (3 Credits)

This is a course incorporating utilization of a textbook, Capstone Foundation simulation, and other resources such as Internet and workplace materials.

BUS 9101. Christian Faith, Business, and Values. (3 Credits)

Christian Faith, Business and Values: With the assistance of parables, this course will examine emerging business practices through the lens of Christian ethics, which are important for organizational success and sustainability. Students in this course will continue to develop practices that help establish scholarly and practical applications toward ethical leadership. This allows for a healthy integration of Christian values and viable business practices conducive to producing quality outcomes.

BUS 9102. Business Intelligence and Predictive Analytics. (3 Credits)

This course is the application of machine learning, artificial intelligence, and statistical algorithms to uncover hidden patterns in Big Data. It is widely used to solve real-world problems in business, government, economics, and even science. This course provides students with an insight into how predictive analytics can be used to help organizations make better decisions. Through analyzing real datasets, students learn how to identify situations where predictive analytics in business intelligence could be used, as well as learn tools and acquire skills for data definition, extraction, transformation, analytical modeling, and exploiting patterns found in historical, transactional, structured, and unstructured data for identifying risks and opportunities.

BUS 9131. Quantitative Business, Quality Management and Productivity. (3 Credits)

BUS 9131 is a case study-based course to evaluate Quality Management and Operational Excellence Frameworks that helped companies with developing core competencies to achieve market leadership positions in their respective industries. We will survey approaches to TQM in various industries and apply concepts of Quality as defined by external and internal stakeholders. The course will conclude with infamous case studies where this went terribly wrong, and learn how these failures reshaped corporate responsibility and legislation.

BUS 9300. Doctoral Research and Writing (Chapter 2). (3 Credits)

This course will provide guidance for doctoral of business administration students in writing Chapter 2, the Literature Review, of the dissertation. Students will engage in the writing process as a foundation for preparing their Literature Review and will become acquainted with identifying, organizing, and synthesizing resources to engage in scholarly writing. Prerequisites: (DBA 9010 or BUS 9420).

BUS 9301. Doctoral Research and Writing (Chapter 1). (3 Credits)

BUS 9301 Doctoral Research and Writing Chapter 1 is the second part of a series of courses designed to guide students through the development of their research and dissertation. The course will provide a foundation for writing Chapter One in the student's Doctor of Business Administration dissertation. The major key elements that will be included are the background, problem statement, research purpose, significance of the student, research questions, hypotheses (if applicable), definition of terms, delimitations of the study, limitations and assumptions of the study, and the researcher's perspective. Upon completion of the course, a draft of Chapter One will be completed for students to review with their dissertation advisors/research chairs.

BUS 9302. Doctoral Research and Writing (Chapter 3). (3 Credits)

BUS 9302 Doctoral Research and Writing Chapter 3 requires doctoral students to demonstrate they have developed all the components of a professional dissertation research methodology from conceptualization to analysis. BUS 9302 is the third part of a series of courses designed to guide students through the development of their research and dissertation. The methodology development process includes selecting the most appropriate research methods to address specific research questions; quantitative, qualitative, and mixed-methods approaches to research; designing the data collection; identifying and applying ethical considerations to research; preparing to conduct quantitative and qualitative empirical analyses; developing a plan to report and disseminate the results; and preparing to deliver a formal research proposal to the dissertation committee.

BUS 9310. Managing Human Capital in Healthcare. (3 Credits)

This course is required for the Healthcare Administration concentration for the Doctor of Business Administration (DBA) degree and will focus on healthcare strategy, employment law and employee relations, healthcare professionals, credentialing, diversity, job analysis and design, recruitment, retention, performance management, compensation, benefits, organized labor, workforce planning, nursing workforce, quality and patient safety, workplace vitality, and human resource metrics. Throughout this course, students will utilize university resources, technologies, policies, dissertation research process, and scholarly writing presented in previous coursework. Prerequisites: (DBA 9010 or BUS 9420).

BUS 9311. Legal and Ethical Issues for Healthcare Professionals. (3 Credits)

This course offers students an opportunity to explore and engage in a deeper learning of legal and ethical issues in healthcare. This course looks at topics like Diversity, Equity Inclusion, as well as more common themes like Fraud, Religious rights, Labor Law, Elder Abuse and in more recent time the impact of mandates balanced with how care can be delivered remotely.

BUS 9313. Healthcare Financial Management and Economics. (3 Credits)

This course offers scholarly practitioners the financial framework necessary to investigate, diagnose, and enhance organizational financial health in an evolving and changing economic landscape in the healthcare industry. The financial framework will explore the foundation of financial/managerial accounting and financial management for application in the current healthcare environment.

BUS 9315. Healthcare Technology and Analytics. (3 Credits)

This course is required for the Healthcare Administration concentration for the Doctor of Business Administration (DBA) degree and will focus on the health information technology (IT) and information systems (IS), healthcare data and analytics, healthcare IS, IS to support population health management, system acquisition, system implementation and support, achieving value in healthcare IS, organizing IT/IS services, privacy and security, performance standards and measures, system standards, alignment and strategic planning, governance and management, and healthcare IT/IS leadership. ##Throughout this course, students will utilize university resources, technologies, policies, dissertation research process, and scholarly writing presented in previous coursework.

BUS 9317. The United States Healthcare Delivery System. (3 Credits)

This course is required for the Healthcare Administration concentration for the Doctor of Business Administration (DBA) degree and will focus on the components and analysis of the healthcare delivery system, including programs, providers, policies, payment systems, cost, quality, and access.

BUS 9319. Population Health and Social Determinants. (3 Credits)

This course provides a foundational understanding of Population Health and Social Determinants, exploring the multifaceted factors influencing the health and well-being of communities. Students will delve into the core principles of population health, examining how social, economic, and environmental factors contribute to health outcomes on a large scale.

BUS 9320. Leading Transformation and Change. (3 Credits)

This course is required for the students in the Organizational Performance and Change concentration who are the Doctor of Business Administration (DBA) program. The course will focus on change initiatives that target strategy, culture, learning organizations, as well as change programs at various levels of an organization. We will study the processes of designing change interventions as practiced in Organization Development. In addition, we will consider many of the factors that affect the success of change interventions. Change continues to be a major dynamic in organization life. Organizations are looking for leaders who can understand, lead and support organizational transformation. We will strive to get at the heart of transformational change at the individual, team and organizational level. By learning to anticipate and plan for change, we can strategically build strong, flexible, capable organizations that achieve transformation and change.

BUS 9321. Scenario Planning. (3 Credits)

This course will prepare learners to develop an awareness of critical uncertainties in dynamic organizations. Learn how to model, predict, and prepare for alternative futures and their impact on organizations. Students will create and apply scenarios in a practical application through active learning, theory, and practice.

BUS 9323. Contemporary Topics in Organizational Performance and Change. (3 Credits)

This course will provide a foundation for contemporary performance and change as the content provides a dynamic array of current topics from human resource development, change management, organizational management, human resources management and more. Current topics, relevant organizations, must-read books and more will make up this ever-changing course as we stay current on the most relevant issues in organizational performance and change.

Prerequisites: (DBA 9010 or BUS 9420) and (DBA 9320 or BUS 9320).

BUS 9325. Talent Management and Development. (3 Credits)

BUS 9325 Talent Management and Development is an Organizational Performance and Change (OPC) concentration class in the Doctor of Administration (DBA) program. The course will provide a foundation for both Talent Management and Talent Development. Written with the scholar-practitioner lens, BUS 9325 will include both practitioner based practicality with the peer-reviewed academic perspectives. The focus will be how to gain a competitive workplace culture advantage by acquiring, identifying, developing and promoting the best people. Topics will include Using Talent Management to Build a High-Performance Workplace, Talent Management Building Blocks including Competencies, Performance Management, Talent Forecasting, Succession Planning, Talent Mobility, and Key Components of Talent Development.

BUS 9327. Reframing Organizations. (3 Credits)

Explore the dynamic world of organizational dynamics and leadership through our course on reframing organizations. Gain insights into different perspectives and frameworks that help you navigate the complexities of modern organizations.

BUS 9330. Economic Theory and Business Effectiveness. (3 Credits)

This course will introduce students to the powerful and practical applications of micro and macroeconomic theory. This course will address the importance of understanding the framework of economics and how its tools can be used to develop solutions to the problems encountered in the management of complex organizations. Micro-level topics covered will include demand and consumer behavior, empirical cost analysis, pricing practices, and market structures. The macroeconomic environment in which a business operates will also be analyzed; including, aggregate income, unemployment, inflation, interest rates and exchange rates and how these factors effect organizational performance and strategy. The course will conclude with a capstone business environment plan which invites students to apply the empirical tools and economic theories they have become proficient with to create a comprehensive analysis of the microeconomic and macroeconomic environment for a business. Course assessments will include reviews of scholarly journal articles, case studies, quizzes and a capstone project.

BUS 9331. Financial Theory and Decision Making. (3 Credits)

This course develops students in management skills of decision-making and problem-solving of a business, using knowledge of ratios and financial statements. Using case studies of real-world circumstances, students are challenged to evaluate financial and managerial situations, recommend actions, and then evaluate decisions in light of the many issues faced in business organizations.

BUS 9333. Applied Economics. (3 Credits)

The course covers a number of topics in applied economics. Specifically, it covers the topics of evaluating various social, economic, and business policies. It introduces a set of advanced methods of impact evaluation, such as Instrumental Variables, Regression Discontinuity Design, Difference-in-Difference, and Matching. Combined, this set of applied methods allows for developing complex data-driven decision-making. The course also covers a number of ethical challenges associated with conducting research in social studies. The students will learn how to recognize them and how Christian moral values can be helpful in navigating these challenges.

BUS 9335. Corporate Finance. (3 Credits)

Delve into the fundamental concepts that drive financial decision-making within corporations. This course covers the essential tools and strategies to optimize financial performance.

BUS 9337. Investment Portfolio Analysis. (3 Credits)

This course provides an overview of the principles and practices of portfolio management. Content includes portfolio definitions and construction, risk management, performance measurement, reporting and communication, biblical ethical considerations, and biblical examples of stewardship of investing. Students will learn how to apply portfolio management principles to real-world situations.

BUS 9339. Free Enterprise Principals. (3 Credits)

This course is designed to provide a comprehensive understanding of how free markets operate, fostering innovation, competition, and economic growth.

BUS 9340. Environmental Risks and Sustainable Solutions. (3 Credits)

The Environmental Risks and Sustainable Solutions course examines multiple methods to assess environmental risks and develop sustainable solutions for business. It uses dynamic systems-thinking to analyze complex problems of supply chain risks, resource scarcity, energy security, and new patterns of production and consumption. It serves as the foundation for the DBA Concentration in Business Sustainability by exploring transformative business practices and strategies to generate value through sustainability. The course analyzes innovative practices in commodity tracking, disaster risk reduction, carbon trajectories, comparative advantages, and the triple bottom-line in corporate responsibility. It also establishes the guiding framework for engaging science and social science to address ecological challenges, increase competitiveness, and promote innovation. The course concludes by evaluating and applying multiple methods of using evidence-based information to support complex decision-making and sustainable business practices.

BUS 9341. Ecological Economics and Sustainable Development. (3 Credits)

The Ecological Economics and Sustainable Development course applies the foundations of ecological economics to address environmental challenges facing businesses in the competitive global market. It uses multiple methods of cost-benefit analysis and impact analysis to evaluate the incentives and constraints driving sustainable business practices. The course explores the newest strategies in decision sciences, ESG, EEE/PPP triple bottom line, circular economies, stewardship planning, and changing patterns of production and consumption. Ecological micro economics topics for this course include supply chain management, energy supply management, supply v. demand-side change, consumer behavior, and regional market structures. Ecological macro economics topics for this course include foreign investment, global development, strategies to finance green infrastructure and up-scale green initiatives, natural resource capital, and commodity tracking systems. In a culminating project-based experience, the main tenants of ecological economics are applied to actual corporate cases to generate growth strategies that support corporate responsibility and finance transitions to sustainable development practices.

BUS 9343. Engaging Science to Promote Innovation. (3 Credits)

The Engaging Science to Promote Innovation course engages science to assess ecological challenges, analyze data, and design solutions to support sustainable business practices. The course examines multiple strategies to transition business to a low carbon trajectory, high water efficiency, circularity and sustainability in production and consumption. Multiple methods and models are explored, and the main emphasis is on case studies of scientifically sound and successful innovations from the Great Lakes region. The course also analyzes failed initiatives and uses the lessons learned to prompt new ideas and improve sustainability practices. The final project analyzes ecological data to conceptualize a new transformative business practice or solve an environmental problem for a regional business, and uses multiple methods to communicate scientific information to support complex decision-making and sustainable development.

BUS 9345. Environmental Stewardship Plan Development. (3 Credits)

The Environmental Stewardship Plan Development course is an applied experience in strategic leadership and environmental management. Advanced students develop environmental stewardship plans with corporate partners or conduct environmental consultancy practicum projects. The development process includes using multiple methods to assess environmental risks, conduct stakeholder outreach, understand ESG context, collect and analyze ecological and operational data, and measure progress and impact. Students learn how to align environmental stewardship plans with businesses' master strategic plans, ESG/EEE/PPP goals, and SDG corporate responsibility goals. Through the project-based learning experiences, students gain applied knowledge in sustaining vital ecosystem services, generating value, and supporting corporate responsibility through environmental stewardship.

BUS 9350. Scholar Practitioner Approach to Mentorship. (3 Credits)

In this course, DBA students will learn to both find and maintain healthy mentors for their career while simultaneously serving as a mentor for others. They will examine the importance of a mentor/mentors in their personal and professional lives, develop trusting relationships amongst one another, and learn the transformational process of mentorship.

BUS 9360. Organizational Consulting. (3 Credits)

Elevate your consulting skills and empower organizations to thrive in a rapidly evolving business environment. This course covers practical tools to drive positive transformation.

BUS 9365. DBA Special Topics. (3 Credits)

This course provides specialized topics within the ever-changing business field. The content will vary from class to class, allowing for flexibility in learning about current and future trends in business.

BUS 9400. Dissertation Advising. (1 Credit)

This course will provide students a structured opportunity to work with their Research Advisor every semester. In BUS 9400, students will find resources and be required to submit all major steps in the dissertation writing process from beginning to dissertation completion. At the end of this continual, self-paced, pass/fail course, students will have completed and submitted their proposal, preliminary examination, dissertation, IRB approval, as well as their peer reviewed journal article or approved conference proceedings, in addition to all required forms needed for graduation. BUS 9319, 9327, 9335, 9339, 9360 were all cut when we did the specialization consolidation.

BUS 9420. Introduction to Scholarship. (3 Credits)

This course will provide an introduction to academic scholarship and doctoral studies for doctoral of business administration students. Students will become acquainted with university resources, technologies, policies, the dissertation research process and scholarly writing.

BUS 9421. Statistics for Research. (3 Credits)

Survey of quantitative data analytics methodologies and tools to aide in complex problem solving across large variety of industries and business settings. Topics covered will include, but are not limited to, descriptive and inferential statistics, tools such as SPSS or R, data visualization, and case studies, applying methods and tools to real world problems.

BUS 9422. Quantitative Research Design. (3 Credits)

Students in this course apply their knowledge of statistics as they analyze and interpret quantitative data within a research design related to business administration. Students develop and evaluate a quantitative research design, use SPSS to complete various types of analyses, and develop the skills to write the methods and results sections of a quantitative research article.

Prerequisites: (DBA 9115 or BUS 9421).

BUS 9423. Scholarship Inquiry. (3 Credits)

The objective of the course is to provide an introduction to research inquiry for applied research. This course offers an overview of paradigms and techniques used in social science by examining their essential core elements. Students will utilize common research lenses to shape and view their research topic.

BUS 9424. Qualitative Research Design. (3 Credits)

This course will provide guidance for Doctoral of Business Administration students in understanding Qualitative Research Design. Students will engage in qualitative research. Students will develop a core foundation from the beginning to end of the process on how to conduct a qualitative research study, how to write up a study for a dissertation, as well as discover the five most common qualitative research study approaches.

Prerequisites: (DBA 9010 or BUS 9420) and (DBA 9120 or BUS 9423).

BUS 9425. Mixed Methods Research. (3 Credits)

Students in this course will explore mixed method approaches which combine inductive and deductive thinking in offsetting limitations of exclusively quantitative and qualitative research through a complementary approach which maximizes the strengths of each data type and facilitates a more comprehensive understanding of business issues and potential resolutions.

Prerequisites: BUS 9421, 9422 and 9424.

BUS 9426. Advanced Qualitative Research. (3 Credits)

Students in this course will gain a comprehensive understanding of complex issues in qualitative research and how qualitative analysis advances knowledge through theory-building. The course focuses on the conceptual alignment of research aims, data collection, analysis, and development of findings responsive to the aims. Students will engage in hands-on analysis of qualitative data triangulated with diverse data sources and types, learn about quality checks, and have the opportunity to pilot test research instruments within a framework of ethical research practices.

Prerequisite: BUS 9424.

BUS 9427. Advanced Quantitative Research. (3 Credits)

Students in this course apply their statistical knowledge in creating deeper patterns for analysis of both exploratory and explanatory phenomena. Students will build upon skills learned in BUS 9422 by synthesizing and interpreting quantitative data within a research design related to business administration and will be able to produce advanced analysis incorporating the use of Qualtrics as well as SPSS software.

Prerequisites: BUS 9421 and 94422.

BUS 9428. Emerging Qualitative Research Design and Methods. (3 Credits)

This course will cover how participatory photography research methods can be used by scholarly researchers to gain a deeper understanding and knowledge of topics related to business applications. Students will learn how to develop and implement a research study that includes participant photography as the research method.

Prerequisite: BUS 9424.

BUS 9499. Dissertation Capstone. (3 Credits)

The capstone class is an opportunity for doctoral students to reflect upon their doctoral journey from a faith driven, Christian perspective. With their newfound status as a researcher, students will create a personal future research plan in their area of specialization. They will also create a future faith plan to identify how they will live out CUW's mission as graduates.