

MASTER OF BUSINESS ADMINISTRATION

Batterman School of Business and Haab School of Business Mission

The Batterman School of Business emboldens a global network of transformational and collaborative Christian leaders, dedicated faculty, entrepreneurial students, and active alumni who come together to create maximum social impact through ethical practice, innovation and service.

Led by our Christ-centered values, we believe that the best business leaders demonstrate both uncompromising compassion and unmatched competitive skill. Because of this, our education develops students to master the “triple bottom line:” people, planet, profit. As a Concordia business graduate, you can expect to stand out as you develop a genuine, ethical mindset alongside a strength of business acumen that is unmatched in the market.

The Master of Business Administration (MBA) program will prepare future leaders to make informed decisions and adapt innovative strategies appropriate for today’s dynamic business environment. The curriculum incorporates an ethical and global lens to support managers and executives to meet the needs of a diverse group of stakeholders.

The MBA core provides a strong foundation in ethics, people-focused management, and data driven decision making, while the students’ selected concentration area provides a deep dive into a targeted area of expertise.

Program Structure

The Master of Business Administration (MBA) degree requires thirty-six (36) semester hours of credit comprising of twelve (12) courses. A thesis is not required for this degree. The program consists of six eight-week terms per year. Students must complete all requirements for the MBA degree within seven years of matriculation.

Classes are offered in three modalities: online (asynchronous), virtual (synchronous), and in person on our Mequon, WI and Ann Arbor, MI campuses.

Students will take an assessment before beginning the program and again during the capstone class. This assessment is not graded nor is it placed in student files. The assessment is used for the sole purpose of accreditation.

The capstone course, MBA 590 Strategic Management, must be taken as the final class in the program unless other arrangements are made with the Director of the MBA program.

Program Learning Outcomes (PLOs)

Students will...

- Evaluate business decisions and ethical dilemmas from a Christian perspective;
- Assess critical business issues using evidence from multiple sources and viewpoints, incorporating a global perspective;
- Integrate knowledge from various business disciplines to make informed decisions;
- Analyze complex questions within challenging business problems and compare and contrast multiple alternatives;

- Utilize quantitative and qualitative data to drive the decision-making process and formulate innovative solutions;
- Demonstrate professional oral and written communication of pertinent business information;
- Interpret quantitative data to inform strategic decision making;
- Demonstrate proficiency within their selected area of business expertise through the creation of professional business materials, relevant to their selected discipline.

Curriculum

The MBA program is designed to encourage curiosity and open-mindedness while providing fundamental business principles. Concentration areas allow individuals to build expertise and confidence in core competencies. Experiential Learning provides additional global perspective and cultural knowledge on top of business proficiencies obtained in core and concentration courses. The MBA program concludes with an overarching capstone experience. Courses are 3 credits unless otherwise indicated.

Code	Title	Hours
MBA Core Courses		15
Concentration Courses		12
Experiential Learning Courses		6
Capstone Course		3
Total Hours		36

MBA Required Courses

Code	Title	Hours
Core Courses		15
MBA 519	Ethical Leadership for Dynamic Organizations	
MBA 534	Mastering Analytics and Decision Making	
MBA 544	People-Focused Management	
MBA 562	Financial Analyses to Drive Business Growth	
MBA 500	Managerial Economics & Econometrics	
Experiential Learning Courses (pick 2)		6
MBA 527	Project Management	
MBA 542	Introduction to Six Sigma	
MBA 545	MBA Internship / Intraship	
MBA 581	Business Coaching	
MBA 568	Study Abroad	
MBA 587	Industry Leaders Seminar Series	
MBA 589	Service Learning	
MBA 546	Special Topics: Business & Industry	
DH 550	Archival Research	
DH 600	Digital Humanities Practicum	
DBA 9345	Environmental Stewardship Plan Development	
Capstone		3
MBA 590	Strategic Management	
Total Hours		24

MBA Concentration Courses

One unique feature of the Concordia University MBA Program is the selection of four (4) courses in a concentration area emphasis. Students may pursue multiple concentration areas through the selection of four (4) additional courses within a different concentration. If a course is listed in both selected concentrations then a student is only required to complete

a minimum of three (3) separate unique courses from the additional concentration.

Accounting

Acquire knowledge of how to lead an organization through the application of accounting principles as well as gain confidence in complex decision-making.

Code	Title	Hours
<i>Pick 4 courses from the following list:</i>		12
MBA 576	Fraud Management	
ACCT 520	Advanced Taxation	
ACCT 530	Excel Based Decisions in Managerial Accounting	
ACCT 540	Financial Accounting Theory I	
ACCT 541	Financial Accounting Theory II	
ACCT 550	Accounting Data Analytics	
Total Hours		12

Communications & Public Relations

Learn to enhance the visibility and reputation of your organization by focusing on communication strategy, brand management and consumer trust.

Code	Title	Hours
<i>Pick 4 courses from the following list:</i>		12
MBA 502	Publicity and Public Relations	
MBA 511	Digital & Social Media Marketing Strategies	
MBA 537	Managerial Communication	
MBA 538	Public Speaking: Professional Reports & Presentations	
Total Hours		12

Finance

Develop your skills and become consistently decisive and analytical by interrupting trends in capital markets to drive performance and value.

Code	Title	Hours
<i>Pick 4 courses from the following list:</i>		12
MBA 530	Corporate Finance	
MBA 629	International Finance	
MBA 621	Financial Institutions Management	
MBA 625	Securities Analysis	
ACCT 550	Accounting Data Analytics	
Total Hours		12

Health Care Administration

Prepare for greater responsibility and advance your career as you gain knowledge in topics such as leadership, strategy and public policy.

Code	Title	Hours
<i>Pick 4 courses from the following list:</i>		12
MBA 620	Economics and Public Policy of Health Care	
MBA 635	Healthcare Transformation & Leadership	
MBA 636	Healthcare Quality and Legal Regulation	
MBA 637	Innovation in Global Health	
MBA 638	Healthcare Strategy & Operations Management	

MBA 685 Special Topics in Health Care

Total Hours 12

Human Resource Management

Focus on advanced business strategies in relation to human resources administration, training & development, risk management, and human capital analytics.

Code	Title	Hours
<i>Pick 4 courses from the following list:</i>		12
MBA 576	Fraud Management	
MBA 613	Human Resource Management and Administration	
MBA 582	Training and Development	
MBA 583	Risk Management	
MBA 603	Human Capital Analytics	
Total Hours		12

Information Science & Digital Technologies (STEM Program)

Prepare for the technological skills required in today's data-driven workplaces.

Code	Title	Hours
<i>Pick 4 courses from the following list:</i>		12
DH 500	Digital Humanities by Design	
DH 510	Textual Criticism and Rhetoric	
DH 520	Creating and Using Digital Tools	
DH 530	Geospatial Humanities	
DH 590	Special Topics in Digital Humanities	
Total Hours		12

Innovation & Entrepreneurship

Develop a roadmap for unlocking sustainable, profitable and organic growth to disrupt industries and spark growth for your organization.

Code	Title	Hours
<i>Pick 4 courses from the following list:</i>		12
MBA 511	Digital & Social Media Marketing Strategies	
MBA 578	Marketing Research and Intelligence	
MBA 579	Strategic Innovation (required)	
MBA 686	Sustainability and Social Entrepreneurship	
MBA 687	Intellectual Property and Regulatory Issues	
MBA 688	New Venture Formation and Business Development	
Total Hours		12

Leadership

Learn how to effectively lead teams to drive business strategy.

Code	Title	Hours
<i>Pick 4 courses from the following list:</i>		12
MSL 505	Theories, Strategy, and Visioning for Leaders	
MSL 510	Self-Leadership	
MSL 520	The Relational Leader	

MSL 550 Leadership Competencies

Total Hours 12**Management**

Equip yourself with the skills and confidence to make high-stakes decisions and create lasting value through agile and innovative leadership practices.

Code	Title	Hours
<i>Any four courses offered by the MBA Program can be taken to fulfill the Management concentration.</i>		12

Total Hours 12**Management Information Systems (STEM Program)**

Learn to bridge technology and business through the mastery of people, information and technology in order to solve complex IT problems.

Code	Title	Hours
<i>Pick 4 courses from the following list:</i>		12

MBA 518	Artificial Intelligence in Business	
MBA 520	Management Information Systems	
MBA 522	Data Communications and Networking	
MBA 524	Systems Analysis and Design	
MBA 533	IT Governance and Cybersecurity	
BUAN 500	Introduction to Coding, Programming, and Databases for Analytics	

Total Hours 12**Nonprofit Management & Public Administration**

Address the unique character of nonprofit and public organizations by expanding your insight in public relations, fundraising, administration, sustainability, and business development to specialize as an effective business leader.

Code	Title	Hours
<i>Pick 4 courses from the following list:</i>		12

MBA 502	Publicity and Public Relations	
MBA 512	Nonprofit Fundraising and Grant Writing	
MBA 576	Fraud Management	
MBA 613	Human Resource Management and Administration	
MBA 686	Sustainability and Social Entrepreneurship	

Total Hours 12**Operations Management & Analytics (STEM Program)**

Expand your understanding of operations management and improve operational performance by leveraging concepts of lean systems, management science, and innovation strategies.

Code	Title	Hours
<i>Pick 4 courses from the following list:</i>		12

MBA 535	Global Production and Operations	
MBA 543	Introduction to Lean	
MBA 569	Management Science and Analytics	
MBA 579	Strategic Innovation	

Total Hours 12**Research for Business Applications (STEM Program)**

Gain insight into how to effectively perform research to drive strategic decision making.

Code	Title	Hours
<i>Pick 4 courses from the following list:</i>		12

DBA 9010	Introduction to Scholarship	
DBA 9115	Statistics for Research	
DBA 9210	Quantitative Research Design	
DBA 9215	Qualitative Research Design	

Total Hours 12**Strategic Marketing**

Enhance your strategic decision-making capabilities by studying emerging patterns of today's digital consumer and generating new sources of value to gain a competitive advantage.

Code	Title	Hours
<i>Pick 4 courses from the following list:</i>		12

MBA 502	Publicity and Public Relations	
MBA 511	Digital & Social Media Marketing Strategies	
MBA 550	Strategic Marketing	
MBA 554	Advertising & Integrated Marketing Communication	
MBA 578	Marketing Research and Intelligence	
MBA 648	Consumer Behavior	

Total Hours 12**Sustainability (STEM Program)**

Expand your understanding of the fast-evolving sustainability realm by leveraging data and transforming high-level aspirations into tangible social impact and positive environmental progress.

Code	Title	Hours
<i>Pick 4 courses from the following list:</i>		12

MBA 686	Sustainability and Social Entrepreneurship	
DBA 9340	Environmental Risks and Sustainable Solutions	
DBA 9341	Ecological Economics and Sustainable Development	
DBA 9343	Engaging Science to Promote Innovation	

Total Hours 12**MBA Graduate Certificates**

Post-Baccalaureate students can earn a graduate certificate by selecting four (4) courses within one of the MBA concentration areas or within the MBA core for a total of twelve (12) credits. Students may at any time transition into the MBA degree program course of study through the standard application process.

Admission Requirements

- Bachelor's degree from an accredited university.
- Minimum undergraduate GPA of 2.75 out of 4.0 for acceptance.
- Students with a GPA of 2.74 – 2.25 may be conditionally admitted by the MBA Program Director and have to meet special academic conditions.

Program Prerequisites

The MBA program has four prerequisite content areas. These prerequisites are not required prior to starting the program but must be completed prior to taking the corresponding MBA course. Students will be evaluated as to whether they will need to fulfill any prerequisites. Students may have fulfilled prerequisites as part of their undergraduate studies. These content areas are Accounting, Finance, Management and Statistics. Students may fulfill these prerequisite content areas by either taking traditional or non-traditional 3 credit courses, CLEP or DSST examination, have them waived based on professional experience, or all prerequisite content areas can be fulfilled by taking a single course MBA 513 Business Foundations (3 Cr).

International Student Prerequisite Requirement. International students are required to complete MBA 505 Graduate School Success (3 cr.) as part of their degree program; thus, the minimum required credits for degree completion is increased by three (3) credits unless otherwise approved by the MBA Program Director.

Course Transfer Policy

The MBA program will accept up to eighteen (18) hours of transfer credit, based upon the following criteria:

- Courses transferred must be comparable in scope and subject matter to courses offered in the MBA program.
- Courses transferred must have been completed at the graduate level from an accredited institution.
- Courses must have been completed with at least a 3.0 on a 4.0 scale.
- Transfer credits must not be older than seven years.
- Transfer grades will not be used to compute CUWAA GPA.
- Residency requirement: The final 18 credits of the MBA program must be completed at CUWAA. No transfer credits will be accepted during the last 18 credits of the program.
- Transfer credit will not be granted for any courses taken as part of a completed MBA program at another institution.

The MBA Program Director will evaluate student transcripts from other institutions to determine which courses will be accepted. Credits that students would like to see transfer into the program should be evaluated prior to beginning the program.