

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

Program Description

The master of business administration (M.B.A.) program provides training in business for students interested in understanding the working nature of business in a competitive environment. Courses in the M.B.A. program integrate information and theories from various disciplines, including accounting, economics, finance, marketing, production operations, and strategic management. The objective of this program is to develop students into broadly educated business managers and executives who understand the nature of business as a whole, with the tools and techniques applicable to a wide variety of business situations. The capstone for the M.B.A. program gives students the chance to bring together all of the theories, skills, and tools studied during the program and integrate them into a learning experience that highlights the nature of competition and the kind of strategic maneuvering that must be done in order to succeed.

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

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

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

Prerequisites:

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

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

Locations

To learn where the M.B.A. is offered, please visit our Web site at www.webster.edu/gradcatalog/mba.html

General Requirements

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

Areas of Emphasis

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

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

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

M.B.A. Certificate in Global Commerce

This 18-credit-hour M.B.A. certificate in global commerce combines traditional classroom courses with a series of distinctive one-credit-hour online learning modules that provide an in-depth look at current business issues in a concise, four-week format. The certificate provides students with a wide exposure to the phenomenon of globalization. The certificate has been designed to create familiarity and sensitivity to the increased complexity of operating across political and cultural boundaries. This certificate is available for any Webster University M.B.A. student, M.B.A. alumni, or an M.B.A. from another university. The certificate may be earned concurrently with an M.B.A. or post-M.B.A.

For detailed information, see the online Graduate Catalog (www.webster.edu/gradcatalog).

Degree Completion

The M.B.A. requires advancement to candidacy and satisfactory completion of a minimum of 36 credit hours of M.B.A. degree coursework, or a minimum of 48 credit hours of M.B.A. degree and area of emphasis coursework.

Students who require prerequisite courses may have to complete more than the minimum of 36 credit hours to receive the M.B.A. or more than 48 credit hours for the M.B.A. with an emphasis.

Sequential M.B.A.

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

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

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

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The student must meet the core course requirements of the M.B.A. If the student enrolled in any of the M.B.A. core courses as electives in his or her M.A. program, 6 credit hours of those M.A. courses may be counted toward the 27 credit hours of M.B.A. core courses, thus reducing the M.B.A. core requirements to 21 credit hours. If more than 6 credit hours of the M.B.A. core courses were taken in the M.A. program, then substitutions will have to be made for those courses in order to fulfill the 21 remaining credit hours required for the M.B.A. degree.

Advancement to Candidacy for Sequential M.B.A.

Sequential M.B.A. degree-seeking students who received the M.A. or M.S. from Webster University will be advanced to candidacy with the initial registration.

A student who received the master's degree from another regionally accredited institution will be advanced to candidacy on approval of the master's degree transcript.

Probation/Dismissal for Sequential M.B.A.

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

M.B.A. Course Descriptions

MRKT 5000 Marketing (3)

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

MNGT 5590 Organizational Behavior (3)

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

FINC 5000 Finance (3)

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

FINC 5880 Advanced Corporate Finance (3)

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

BUSN 5760 Applied Business Statistics (3)

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

BUSN 6050 Macroeconomic Analysis (3)

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

BUSN 6070 Management Accounting (3)

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

BUSN 6080 Business Information Systems (3)

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

BUSN 6100 Quantitative Business Analysis (3)

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

BUSN 6110 Operations and Project Management (3)

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

BUSN 6120 Managerial Economics (3)

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

BUSN 6140 Business Research Analysis (3)

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

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BUSN 6150 Business Communications and Technology (3)

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

Capstone Course

BUSN 6200 Strategy and Competition (3)

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

School of Business and Technology

Graduate Program

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