

Leaders in all types of organizations must be able to think critically, plan strategically, communicate effectively, and act decisively in an ever-changing global marketplace, focused on value-added differentiation. They must be capable of creating and implementing business solutions that provide enduring competitive advantage. The Master of Business Administration in Management program prepares graduates to excel in such fast-paced, challenging environments, equipped with the insight, foresight, and tools required to become successful, innovative, and inspirational business leaders. The program focuses on developing competencies in all key management functions within a global service-oriented context

For gainful employment disclosures about this program, visit <http://west.edu/etc/west/gainful-employment/mbamgt/Gedt.html>

Program Learning Outcomes

1. Formulate, conduct, and interpret research that fosters a broad and deep understanding of markets, customers, competitors, and stakeholders.
2. Employ quantitative and qualitative analytical tools and methods to select and support strategic decisions in an organization.
3. Establish and monitor corporate ethical policies that support business decisions, reflect high personal standards of behavior, and recognize the organization's social and environmental responsibility.
4. Design, communicate, and deliver market-driven strategies through attention to customer needs and the customer experience.
5. Analyze key financial measures of efficiency and success and evaluate the financial implications of strategic and tactical decisions for short- and long-term planning.
6. Assess operational drivers of an organization's value creation process and identify key obstacles for excellence in the delivery of value for customers.
7. Formulate information systems to support an effective enterprise and to drive competitive advantage.
8. Develop a viable business plan for a new or existing venture that addresses internal and external drivers of success from ideation through implementation.
9. Apply sound principles of human and organizational behavior to lead people, manage processes, and inspire innovation.
10. Assess the interdependencies of an organization's functional components and identify the requirements for adoption of a holistic perspective.
11. Revise strategies and tactics to incorporate national and global economic and political events that impact an organization and its markets.
12. Employ effective communication skills that enable persuasive articulation and defense of business ideas.

Required Course of Study

MBA Core Requirements - 24 credits

Major Requirements - 12 credits

Capstone - 3 credits

Credits Required for Degree: 39

MBA Core Requirements

MBA Core Requirements – 24 credits

CUL 623 Global Communication for Professionals

This course provides an overview of critical topics related to professional communication in the global economy and prepares students to develop strategies for successful intercultural exchanges. Students evaluate verbal and non-verbal communication models as they are manifested across cultures and create research-based analyses of cross-cultural scenarios. Course content addresses the application of intercultural communication skills to organizational structures and decision-making, negotiations, and ethics.

BUS 620 Ethical Leadership and Corporate Responsibility

This course examines ethical systems and the ways in which corporate ideals are reflected in individual and organizational behavior. Students investigate ethical dilemmas to discover how congruence between individual and corporate values is developed and maintained. Themes include the nature of morality, disparate legal systems, and business ethics.



IT 620 Information Resource Management

This course includes the techniques and methodology of managing data, information, and knowledge at all levels of an organization. Students describe the business environment within the structures of the information age and how information management informs organizational strategies. Themes include information systems planning, systems development, outsourcing, and leadership.

INB 601 International Business Environment

This course develops an understanding of the economic, political, social, and technological issues of many nations as they relate to the global business environment. Also covered are strategic plans and logistical systems of the multinational firm and how they are adjusted to meet the corporation's goals. Alternative management structures of corporate policies and strategies as related to the global operation are also examined.

MKT 646 Strategic Concepts in Marketing

Through this course, students learn the critical role of marketing in modern, cross-cultural businesses. Students learn to formulate strategies that are built upon in-depth marketing research and analysis, understanding of consumer behavior decision-making, and the development of integrated marketing programs to achieve target objectives. The course focuses on the marketing process whereby students learn to create, communicate and deliver value to chosen target customers. As a final deliverable, students develop a marketing plan for a new or existing service-oriented offering that integrates all components of the marketing process.

RES 600 Graduate Research Methods

This course provides graduate students with the tools necessary for completing the in-depth research, reading, writing, and speaking activities central to all coursework at West. Students advance their studies of research design and methodology and apply these skills to their programs of study. Subjects include primary and secondary research, descriptive and inferential statistics, regression and correlation analysis, and research presentation.

MGT 625 Strategic Management

This course examines the process for developing and implementing a strategic plan in order to gain a

competitive advantage. Students are immersed in the process of strategy creation through a focus on case studies to reinforce the application of theory to contemporary business realities. Topics include microeconomic foundations of competitive strategy, mission and vision statement development and analysis, and strategy evaluation.

FIN 645 Corporate Finance*

This course focuses on the analytical methods required for corporate financial management within domestic and international firms. Students interpret financial statements and perform stock, bond, project, and firm valuations using various methodologies. Subjects include dividend theoretical models, risk and return valuation, capital budgeting, and short-term financing.

*Prerequisite: ACC 550 or ACC 600 or IT 638 or MPA 645

Major Course Descriptions

Major Requirements – 12 credits

ACC 600 Accounting and Finance for Managers

This course is designed to provide business students foundational tools and skills of accounting and finance, which are critical in the success of business. Topics include the accounting cycle, the conceptual framework of accounting, budgeting, the time value of money, financial statement analysis, and capital decision-making.

MGT 634 Entrepreneurship and Intrapreneurship

This course explores the development of the entrepreneurial mindset in both entrepreneurial and intrapreneurial ventures. Students demonstrate their understanding of the risks and rewards of entrepreneurship through the study of the launch, growth, and harvest phases of a new venture. Themes include types of business ownership, leadership challenges, growth strategies, feasibility assessment, financing, valuation, and exit strategy.

MGT 660 Managing People, Processes, and Change

The current business environment demands that managers understand how to anticipate and respond to change. This course provides students with the foundations required to be a successful leader in such an environment. The course material focuses on the knowledge and skills necessary to attract, motivate, and reward valuable employees and to create and



build a culture and process of innovation, accountability, and empowerment that engenders long-term sustainable competitive advantage. The course will expose students to a range of best management practices for centralized, decentralized, and virtual organizations.

MGT 672 Operations Management

This course focuses on the critical contribution of operations to an organization's success, covering the core principles of value chain management in the production and delivery of goods and services. Students will explore how operational excellence can be leveraged for strategic advantage with an emphasis on service development and delivery. Topics include the service value chain, supply chain management, process design and analysis, JIT, and alternative approaches to the management of quality.

Capstone Course Descriptions

Capstone – 3 credits

MGT 698 Management Capstone*

This course provides students with the opportunity to integrate the skills acquired throughout their MBA program. Through a unique interactive course-long project, students will apply the frameworks and concepts learned throughout the program to real-world problems in a service-oriented business. Mastering these skills requires an integrated, holistic perspective that leverages a broad base of management skills with the deep insights gained through focused functional-area expertise. Subjects include management, marketing, human resources, operations, finance and ethics in a global environment.

*Prerequisite: Students must have completed at least 33 credits, including MGT 660, MGT 672, and MKT 646, prior to taking this course.