



UNIVERSITY of DUBUQUE

Master of Business Administration (MBA)

LEARNING INSTITUTE FOR FULFILLMENT AND ENGAGEMENT

University of Dubuque's Learning Institute for Fulfillment and Engagement (LIFE) program is an accelerated adult bachelor's and master's degree program. The LIFE program was established by University of Dubuque, a nonprofit private Christian university. UD was founded in 1852 in Dubuque, Iowa, and is accredited by the Higher Learning Commission (HLC).

PROGRAM MISSION STATEMENT AND PHILOSOPHY

The master of business administration program offers a set of practical, applied, integrated learning experiences that develop attitudes, ethical behavior, and a portfolio of tools and skills to effectively function at a management level in the global business environment. Created based on extensive industry research and under the guidance of experienced business professionals, the program emphasizes real-life skills and practices. Utilizing business theory with professional development and preparation, the MBA is focused on topical relevance, curricular appropriateness, and immediate application.

PROGRAM GOALS

- Apply excellent moral character and professional ethics to the practices of an organization.
- Communicate effectively through writing, speaking, listening, and electronic media by using the language of business and interpersonal communication skills.
- Critically evaluate, analyze, and interpret information concerning human, intellectual, technological, and material resources.
- Exhibit a rigorous understanding of core business operations reflecting an integration of functional perspectives.
- Utilize methods which foster innovation in organizations.
- Acquire and utilize knowledge of behavioral, policy, and strategic issues.

MBA COURSE REQUIREMENTS:

ALL COURSES LISTED BELOW ARE THREE CREDITS.

MBA Core Courses (24 Credits)

- BUS 602: Financial Decision Making
- BUS 620: Managing the Business Culture
- COM 647: Stakeholder Engagement
- COM 622: Global Business Communication
- BUS 626: Strategic Implementation
- BUS 665: Analytics for the Business Environment
- BUS 668: Innovation and Change Management
- BUS 693: Business Capstone Project

MBA – General Business Specialization (12 Credits)

- BUS 651: Financial Management
- BUS 681: Technology & Operations Management
- BUS 690: Business Strategy & Innovation
- COM 635: Integrated Marketing Communication

Please note the sequence of courses and course schedules are contingent upon enrollment.

MASTER OF BUSINESS ADMINISTRATION (MBA) COURSE LIST

36-CREDIT DEGREE

Course	Course Description	Credits
BUS 602: Financial Decision Making	This course focuses on basic economic and financial principles required to operate a business. Analysis techniques are quantitatively applied to examine the health of a business through the use of financial statements. In addition, managerial decision-making applications are presented from a microeconomics level. Utilizing the capstone simulation model and Comp-XM exam students will learn to analyze an organization's financial wellness. Upon completion of the course, students will predict the cumulative effect of changing business inputs on key operating metrics, such as inventory and labor costs, along with overall costs and revenue. Course Objectives: • Examine the fundamental accounting and financial terminology and principles used in operating a firm. • Identify and apply the tools used to analyze the financial performance of an organization. • Analyze and recommend capital budgets and capital asset acquisitions. • Utilize forecasting techniques in the development of financial budgets. • Analyze and predict the results of a business simulation model.	3
BUS 620: Managing the Business Culture	This course analyzes the factors and conditions in an organization that influence employee, unit, division, and corporate behavior and the integration of structure, strategy, policy, resources, and culture with the achievement of corporate goals and objectives. Topics include the analysis of human resource functions to determine the best use of human capital in an organization; human behavior in organizations and problems; conflict analysis and resolution, understanding and managing formal and informal behavior; communication psychology and ethics; stress management; culture identification, culture analysis, culture change; and managing organizational change. Upon completion, students will identify and analyze factors that influence organizational conflict and plan solutions to prevent or resolve them. Course Objectives: • Interpret and apply principles and concepts of industrial/organizational psychology in the workplace. • Analyze and develop effective approaches to organization design and structure that are fully integrated with corporate strategies, objectives, and goals. • Apply organizational analysis techniques in the planning and managing of organizational change. • Apply the principles of organizational behavior to culture analysis and change, gap analysis, power and influence management, and conflict analysis and resolution. • Identify and evaluate political behavior in corporate decision-making processes. • Identify the current state of human capital management in reference to both strategic and operational timeframes. • Analyze human resource functions that influence an organization's human capital.	3
COM 647: Stakeholder Engagement	This course is designed to enhance one's skill set when it comes to understanding, influencing, and persuading all of the internal and external stakeholders. Students will learn the essential elements of managing the supply-chain through relationships with vendors, outsourcing providers, customers, and colleagues. Securing the buy-in of individuals where you don't have direct authority can support a drive for operational excellence and continuous improvement. Upon completion of this course, students will possess the tools to increase buy-in and engagement of stakeholders relative to the needs of the organization. Course Objectives: • Identify the tools necessary to foster buy-in and engagement of stakeholders. • Recognize the causes of waste that lead to decision-making delays and objections. • Apply techniques that build stronger business relationships at all levels of the organization. • Distinguish the personal and cultural preferences of those in one's environment and how to establish a better rapport with them. • Apply communication and management practices to reduce the amount of management effort required to support and drive a sustainable change in workplace behaviors. • Develop programs to improve motivation and retention of colleagues.	3

Course	Course Description	Credits
COM 622 Global Business Communication	This course concentrates on the relevance of global intercultural communication, its relationship to corporate culture communication and the significance for global business between globalized and indigenous populations. These topics are examined from a business and communication perspective. Upon completion, students will determine the usage of basic cultural and professional competencies in business interactions. Course Objectives: - Classify the differences among a wide range of cultures according to established cultural value and communication variables. - Identify intercultural communication concerns and corporate culture communication concerns. - Analyze global organization cases. - Develop intercultural corporate culture and corporate culture communication skills, communication competencies, and points of view needed by professionals working in a globalized business context. - Choose an ethical basis for making communication choices in a complex, culturally diverse, globalized business world.	3
BUS 626: Strategic Implementation	This course focuses on the various elements of strategic marketing orientation to develop and implement an organization's strategic plan. Analysis of the external competitive environment, the organization's internal strengths and weaknesses, and the use of strategic planning methodologies will be examined in this course. Upon completion, students will perform a market-oriented analysis of the internal and external environment of a firm, determine the appropriate business-level strategy, and specify the appropriate governance structure. Course Objectives: - Analyze the strategic position of an organization relative to both the overall global environment and its own specific external competitive environment. - Develop a managerial perspective of the marketing function across business, government, and consumer markets in domestic and global contexts. - Explain the practical concepts and tools for analyzing market opportunities and company capabilities as the basis for strategic market selection, developing customer value propositions, and competitive differentiation. - Design a framework that stresses the use of marketing research to make informed decisions from a market orientation perspective to design and implement a strategic plan. - Evaluate the ethical issues involved in strategy formation and integrate them into the development of a strategic plan.	3
BUS 665: Analytics for the Business Environment	This course focuses on developing and implementing a systematic analytics strategy that can sustain a competitive advantage within an industry. Students will use practical strategies to collect data and then convert that data into meaningful, value-added information and actionable insights. Upon completion of this course, students will be able to contribute to higher-level decisions within an organization. Being able to make sense of the overabundance of information around them will help students to predict future trends and will ultimately help them to make effective and efficient use of company resources. Course Objectives: - Apply strategies of data collection to an industry. - Analyze a phenomenon and develop innovative data collecting strategies. - Evaluate data and apply information to leverage decision making that will produce a competitive advantage. - Summarize the results of the empirical analysis professionally.	3
BUS 668: Innovation and Change Management	This course examines the theories of innovation and change management within organizations to refine and expand students' current problem-solving skills and leadership abilities. Concepts covered include various leadership theories and models, leadership across cultures, leadership ethics and attributes, organizational change and development, and the role of the leader in establishing organizational culture and facilitating change. Methods include a mix of reading, discussion, case studies, team exercises, and reflective exercises to achieve a better understanding of leadership and decision-making. Upon completion, students will assess, plan, and manage the process of change within an organization. Course Objectives: - Identify the various theories of innovation, change management, and leadership necessary to develop organizational change management plans - Recognize the ethical issues associated with innovation and change management - Develop techniques to analyze how organizations react to change and overcome organizational resistance to change. - Design and implement an innovative change management process within an industry or organization.	3

Course	Course Description	Credits
BUS 693 Business Capstone Project	This course reinforces the core concepts of the MBA program curriculum. Participants individualize a simulation exercise conducted over the length of the course.	3
BUS 651: Financial Management	This course focuses on the treasury related processes necessary to manage the liquidity of an organization. Primary areas examined include cash collection, cash forecasting, working capital monitoring, credit policy formulation and enforcement, fundraising, and banking relations. Course Objectives: - Analyze the financial performance of an organization by reviewing the financial statements and using ratios analysis and other analytical tools. - Apply time value of money (TVM) concepts in financial analysis and business decision-making process. - Participate in the analysis and recommendation of capital budgets and capital asset acquisitions. - Utilize forecasting techniques and participate in the development of financial budgets. - Execute and analyze the results of a business simulation model.	3
BUS 681: Technology and Operations Management	This course examines issues related to management of operations processes that are used in design, manufacturing, distribution, and delivery of a product or a service throughout the value chain in any industry. Examples and activities are drawn from multiple disciplines describing how technology has, and continues to; transform business enterprises, large and small, domestic and global. Attention is given to the managerial processes which must be successfully performed to effectively and efficiently design, build, test, implement, and deploy computer and communication-based operations systems that support the enterprise's goals and strategies. Course Objectives: - Converse fluently, both written and orally, on operations management and technology concepts. - Analyze the issues facing organizations in the acquisition and deployment of technology-based solutions. - Demonstrate knowledge of various information technologies, including but not limited to cloud services, SaaS - software as a service, and the application of data analytics. - Apply ethical principles in the development and deployment of technology-based business solutions.	3
BUS 690: Business Strategy and Innovation	This course focuses on the various elements of the strategic management process in analyzing the external competitive environment, the organization's internal strengths and weaknesses, and the use of these elements in creating, implementing, and continually adapting the plan as required by the environment. Emphasis is also given to strategies necessary to support both process and product innovation. Course Objectives: - Describe the nature and use of the steps in the business strategy formulation process. - Analyze the strategic position of an organization relative to both the overall world environment and its own specific external competitive environment. - Assess an organization's internal capabilities. - Describe the skills needed to be a member and leader of the strategy creation and execution team. - Describe and explain the ethical issues involved in strategy formation and integrate these into the development of a strategic plan. - Create the outline of a strategy plan highlighting the elements that are necessary for presentation to the organization's senior management.	3
COM 635: Integrated Marketing Communication	This course examines underlying theory and best practices in communicating brand narrative that foster brand awareness, preference, and loyalty via an integrated marketing approach. The course will integrate advertising and marketing strategies to build optimal marketing communication programs. Students will examine developments in the integrated marketing communication field in light of their long-term potential, relevance to the target audience, and impact on marketing objectives. Upon completion of this course, students will be able to develop a comprehensive marketing communication campaigns, be able to do in-depth SWOT analysis, craft creative and persuasive content and provide means for campaign's assessment. Course Objectives: - Develop integrated marketing communication strategic plans - Integrate effective strategies to create and design advertisements and promotional materials based on relevant marketing objectives. - Analyze the ethical and appropriate use of integrated marketing communication strategies to assure the integrity and transparency of the organization to its target audiences. - Evaluate new developments in the integrated marketing communication field.	3