

# BUSINESS

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## MBA—Master of Business Administration

The Bethel MBA leads the way for excellence in graduate business education in the Twin Cities and across the Upper Midwest. Employers and aspiring business performers choose the Bethel MBA because of its uncompromising quality and deliberate design for the busy lives of working adults. With practitioner instructors from the “real world”; an emphasis on ethical, character-based leadership development; and a work-friendly approach to scheduling, the Bethel MBA gives students the tools they need to manage, lead, influence, and go to the next level, both in business and in life.

### Transformational Education

Any good MBA program provides business knowledge with critical thinking. We work toward the development of the whole person to create a firm foundation for character-based leadership. Built upon a rigorous business curriculum, the Bethel program coaches students to assess and leverage unique personal assets for greater contribution and strengthen their emotional intelligence. We are prepared to address the whole person and foster a clearer integration of faith and work. In other words, our graduates are not only equipped with business best practices, they are equipped to lead and serve with strong character and greater confidence.

Feedback from the marketplace tells us that employers value programs that develop strong character, pragmatic personal development, a servant leadership style, and a “make a difference” attitude.

### Character-Based Leadership

Many MBA programs teach leadership skills. Ours does too, but we also develop the heart of the leader to use those skills in business and beyond for the service of others. Our emphasis is on helping men and women lead with great skill, great humility, and great compassion.

### Honoring Your Uniqueness

Bethel MBA students get a deep appreciation of how God has wired them. As they work with their coaches, get feedback from instructors and classmates, and integrate what they learned from the four assessments they take in the program, they come to understand their personal strengths and how to leverage them for greater impact, their weaknesses and how to manage them, where they want to go in their career, and how to create a road map to get there.

### Faith and Work Integration

Our program is designed to help our students discover how their faith and their work integrate on a personal and professional level. In every course they are challenged to find the connection between the subject matter and biblical principles, and as personally led, apply faith and trust in God to matters of work and leadership. The result is men and women who see faith and work as deeply intertwined and a source of power to influence the world.

### Program Outcomes

Upon completion of the MBA program, students will be able to:

- Integrate leadership theory, scholarship, and practice with developmental self-awareness.
- Develop effective tactics and strategies through the effective evaluation of an organization's context, leadership opportunities, limitations, and competing interests.
- Respond to leadership dilemmas in a manner consistent with Christian ethical principles.
- Develop productive teams that value personal growth, healthy team environment, and sensitivity to broader networks and cultures.
- Communicate effectively in a variety of leadership settings.
- Understand how the confluence of commercial, financial, legal, political, cultural, and other environments affects business decision-making.
- Analyze the complex relationship between local business conditions and the global commercial environment.
- Synthesize multiple types of data (financial, marketing, etc.) to effectively inform business processes.

### MBA Degree Program

- MBA (<http://catalog.bethel.edu/graduate/academic-programs-disciplines/business/business-administration-mba>)

### Certificate in Leadership Foundations

Leadership Foundations (<http://catalog.bethel.edu/graduate/academic-programs-disciplines/leadership/leadership-foundations-certificate>)

## Business 2

### **ACCT400 • Financial Accounting for Managers.** 3

Credits.

Introduction to financial accounting concepts as the language of business. Financial decision-making using key ratios and financial statements. Managerial understanding of principles of stewardship and ethical issues found in accounting.

*Prerequisites: BUSN360 and 2 courses from BUSN301, BUSN302, BUSN308, BUSN310E, BUSN320, BUSN323, MATH301M.*

### **BUSN605 • Data Analysis and Decision Making.** 3

Credits.

Explores research principles relevant in the business setting. Evaluation of research reports and data with a focus on quantitative data used for decision making. Application of appropriate strategies and tools to make and explain ethical and effective business decisions.

*Prerequisites: LEAD607.*

### **BUSN615 • Managerial Accounting.** 3 Credits.

Examination of core managerial accounting concepts and their applications in modern organizations.

Exploration of best practices and emerging trends in accounting with a focus on managerial decisions.

Research of topics and cases may include ethics, environmental accounting, long-term versus short-term profitability, constraint management, technology, cost structures, and controls.

*Prerequisites: LEAD607 and ACCT400: Financial Accounting for Managers (in College of Adult Professional Studies catalog). Special Notes: ACCT400 prerequisite may be met by BUSN520 Departmental Exam Passing Score when offered.*

### **BUSN625 • Managerial Finance.** 3 Credits.

Focus is on the financial management of business and includes international and ethical implications.

Topics include financial analysis and decision making; financial markets; risk; valuation; long- and short-term financing and investing; and working capital management. Extensive use of cases and spreadsheets is required.

*Prerequisites: LEAD607.*

### **BUSN627 • Advanced Managerial Finance.** 3 Credits.

Experience gained in operating a business through a computer-based business simulation. Feedback received on business decisions in operations, marketing, accounting, human resources, and labor is used to synthesize and evaluate financial decisions for short- and long-term company improvements.

*Prerequisites: BUSN625, LEAD607.*

### **BUSN628 • Global Finance.** 3 Credits.

Exploration of complexities resulting from the interconnected nature of the global economy.

Examination of challenges faced by organizations as they consider conducting business globally during the next decade. Integration of personal faith and ethical thinking with global financial strategies.

### **BUSN645 • Marketing Management.** 3 Credits.

A demographic and psychographic review of current consumer trends. Review of broadly adopted marketing models. Analysis of marketing challenges in an environment of increasing information, Internet channels, and multiple buyer options. Discussion of various global and ethical issues facing marketers and marketing managers.

*Prerequisites: LEAD607.*

### **BUSN652 • Global Operations Management.** 3 Credits.

Focus is on a foundation of the globalization of a firm's operations including the production of goods and services, supply chain management, and global distribution. A review of political and societal issues associated with strategic global operations will be undertaken with particular focus on several global cultures.

*Prerequisites: LEAD607. Special Notes: Students cannot earn credit for both BUSN652 and BUSN660.*

### **BUSN660 • Operations Management.** 3 Credits.

Explores operational management, legal, and regulatory issues throughout lifecycles of organizations considering faith, ethics, and Christian worldview.

Evaluate organizational efficiency using quality models such as Six Sigma and Lean. Design plans for organizational success (project management steps, outcomes, technology, production, and outsourcing). Distinguish between operational management process and function.

*Prerequisites: LEAD607. Special Notes: Students cannot earn credit for both BUSN652 and BUSN660.*

### **BUSN675 • Experiencing Global Business.** 3 Credits.

Explore international cultures, faith, ethics, and business structure by traveling internationally on a Bethel-sponsored trip. Gain perspectives on how American companies do business globally and compare American and international cultural, business/economic, educational and spiritual practices.

*Prerequisites: LEAD607.*

### **BUSN680 • Business Strategy.** 3 Credits.

Analysis of the fundamental elements of organizational strategy. Evaluation of the influences on an organization's strategy and the ability of an organization to achieve its strategy given its characteristics. Integration of ethical thinking and personal faith principles with strategy. Analysis of issues impacting strategic technology planning in organizations.

*Prerequisites: LEAD607. Coaching and assessment fee: \$105.*

**BUSN789 • MBA Portfolio Deliverable.** 0 Credit.  
Synthesis of key learnings from the MBA program, including a reconsideration of earlier work, leadership theories and growth concepts, and the development of a professional portfolio.

*Prerequisites:* LEAD611, LEAD621, LEAD631, LEAD641, LEAD651. *Coaching and assessment fee:* \$110. *Grade exceptions:* Graded on an S/U basis.

**ECON635 • Managerial Economics.** 3 Credits.  
Study of economics, macroeconomics, and microeconomics. Analysis of the economic forces that influence the business environment. Application of economic tools to illustrate how globalization influences performance, strategy, and policy within firms. Analysis of opportunities and risks in a global economic environment.

*Prerequisites:* LEAD607.

**LEAD607 • Engaging Your Potential.** 0 Credit.  
Orientation to Bethel University Graduate School, the MBA and MA Strategic Leadership programs, and the career coaching process.

*Coaching and assessment fee:* \$105.

**LEAD611 • Leadership Theory & Personal Agency.** 3 Credits.

Analysis of leadership theory and research as it applies to individuals and organizations. Evaluation of personal leadership capacities and the design of a specific plan for capacity increase. Analysis of the relationship between personal faith and leadership service.

*Prerequisites:* LEAD607.

**LEAD621 • Worldview, Ethics and Leadership.** 3 Credits.  
Explore Biblical, historical, and contemporary ethical frameworks. Explore how one's personal spirituality and vision of the world impacts one's leadership.

Understand the biblical and theological foundations of leadership. Analyze the nature of ethical issues relating to personal integrity and leadership. Articulate personal foundations for ethical leadership.

*Prerequisites:* LEAD607.

**LEAD631 • Leading Change in a Changing World.** 3 Credits.

Forecasting and designing alternative futures for organizations. Understanding organizational change as it relates to mission, strategies, tactics, and structure. Strategic planning and opportunity generation in light of theory, historical trends, environmental factors, and organizational capabilities.

*Prerequisites:* LEAD607.

**LEAD641 • Organizational Diagnostics and Health.** 3 Credits.

Examination of theory and research surrounding organizational structures and behavior. Assessment of organizational health at multiple levels in light of relevant research, theory, and organizational relationships and patterns. Sustainment or improvement of organizational health through leadership techniques that enhance organizational effectiveness and empower individuals.

*Prerequisites:* LEAD607. *Coaching and assessment fee:* \$105.

**LEAD651 • Leadership Formation and Strategic Talent Management.** 3 Credits.

Global thought leadership, current theory, and best practice implementation on building leadership cultures and coaching emerging leaders. Understanding structures and systems that foster talent development, employee engagement, retention, and effective succession planning. Introduction to research, best practices, and formal processes to address leadership competency gaps through individual development planning.

*Prerequisites:* LEAD607. *Coaching and assessment fee:* \$105.

**LEAD755 • Portfolio Integration and Capstone Development.** 2 Credits.

Culmination of leadership courses as students continue in graduate work. Foundation for a collaborative project that synthesizes scholarship and practice around the development of a business plan. Exploration of interconnections within business and connections with other aspects of life. Introduction to reflective learning through portfolio practices.

*Prerequisites:* LEAD611. *Coaching and assessment fee:* \$210.

**LEAD789 • MBA/MASL Dual-degree Portfolio Addendum.** 0 Credit.

Synthesis of key learnings from the two master's degree programs after having completed LEAD790 for the first master's degree.

*Prerequisites:* LEAD611, LEAD621, LEAD631, LEAD641, LEAD651, LEAD755, LEAD790. *Grade exceptions:* Graded on an S/U basis.

**LEAD790 • MBA/MASL Capstone Delivery.** 1 Credit.

Culmination of Bethel Leadership courses as students complete their graduate work. Teams (assigned in LEAD755) present their collaborative project that integrates scholarship, synthesis, and practice around the development of a business plan.

*Prerequisites:* LEAD611. *Corequisites:* LEAD755. *Grade exceptions:* Graded on an S/U basis.

## *Business 4*

### **SLDR615 • Managing Projects & Quality Initiatives. 3**

Credits.

Introduction to project management theory, issues, and skills associated with project management.

Analyze connections between behavior, knowledge, and processes that influence the success of projects in organizations. Assess projects, management, and tools for management based on best practice.

*Prerequisites: LEAD607.*