

BUSINESS

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 affect 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

ACCT 400 • 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: BUSN 360 and 2 courses from BUSN 301, BUSN 302, BUSN 308, BUSN 310E, BUSN 320, BUSN 323, MATH 301M.

BUSN 605 • 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: LEAD 607.

BUSN 615 • 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: LEAD 607 and ACCT 400: Financial Accounting for Managers (in College of Adult Professional Studies catalog). Special Notes: ACCT 400 prerequisite may be met by BUSN520 Departmental Exam Passing Score.

BUSN 625 • 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: LEAD 607, BUSN 615.

BUSN 627 • 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: LEAD 607, BUSN 625.

BUSN 628 • 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.

BUSN 641 • Advanced Competitive Advantage. 3

Credits.

Evaluates examples of competitive advantage in use around the world. Explores the general drivers that create and sustain competitive advantage. Evaluates competitive strategy from a perspective that encompasses both internal and external realities. Explores how to maintain competitive advantage in light of moves by competitors.

Prerequisites: LEAD 607.

BUSN 642 • Innovation & Entrepreneurship. 3 Credits.

Explores the interplay between innovation, entrepreneurship, and strategy. Evaluates new products and services for start-ups and within existing firms. Examines how organizational culture can both foster and hinder innovation and entrepreneurship. Analyzes of the relationship between personal faith, ethics, and entrepreneurship.

Prerequisites: LEAD 607.

BUSN 643 • Strategy Execution. 3 Credits.

Examines the research on the causes of failed strategy versus successful execution. Identifies both leadership and organizational best practices leading to successful strategic initiatives. Explores the intersection of ethics, faith, and implementation of strategy.

Prerequisites: LEAD 607.

BUSN 645 • 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: LEAD 607.

BUSN 652 • 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: LEAD 607. Special Notes: Students cannot earn credit for both BUSN 652 and BUSN 660.

BUSN 660 • 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: LEAD 607. Special Notes: Students cannot earn credit for both BUSN 652 and BUSN 660.

BUSN 675 • 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: LEAD 607.

BUSN 680 • 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: LEAD 607.

BUSN 789 • 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: LEAD 611, LEAD 621, LEAD 631, LEAD 641, LEAD 651. *Grade exceptions:* Graded on an S/U basis.

ECON 635 • 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: LEAD 607.

HCAM 600 • Healthcare Policy and Economics. 3 Credits.

Examination of healthcare policies from an economic perspective. Exploration of foundational economic theories and their relationships to the structure and function of the US healthcare system. Analysis of the determinants to health, the social distribution of health and disease, health disparities, quality, cost and accessibility of healthcare services.

Prerequisites: LEAD 607.

HCAM 605 • Health Informatics and Application. 3 Credits.

Analysis of the role of information systems and technology within a healthcare organization. Appraisal of business and technical issues associated with the selection, deployment, and use of health informatics. Evaluation of analytic methods to design, implement, and evaluate best-practice models for patient care and care delivery.

Prerequisites: LEAD 607.

HCAM 610 • Legal Aspects in Healthcare. 3 Credits.

Analysis of the more significant legal issues encountered by healthcare administrators and the ramifications of those issues. Exploration of the legal, policy and ethical issues encountered by healthcare professionals in the continuously evolving healthcare system. Assessment of ethical concepts in the resolution of health care ethical dilemmas.

Prerequisites: LEAD 607.

HCAM 615 • Finance for Healthcare Administrators. 3 Credits.

Assessment of planning and financial decision making of healthcare organizations. Financial evaluation both as a proactive exercise and a tool for organizational control. Exploration of issues of budgeting, cost determination, pricing and rate setting in a healthcare environment. Integration of academic and practical approaches and perspectives regarding healthcare financial problems.

Prerequisites: LEAD 607.

LEAD 607 • Engaging Your Potential. 0 Credit.

Orientation to Bethel University Graduate School, the MBA and MA Strategic Leadership programs, and the career coaching process.

LEAD 611 • 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: LEAD 607.

LEAD 621 • 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: LEAD 607.

LEAD 631 • 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: LEAD 607.

LEAD 641 • 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: LEAD 607.

LEAD 651 • 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: LEAD 607.

LEAD 789 • MBA/MASL Dual-degree Portfolio Addendum. 0 Credit.

Synthesis of key learnings from the two master's degree programs after having completed LEAD 795 for the first master's degree.

Prerequisites: LEAD 611, LEAD 621, LEAD 631, LEAD 641, LEAD 651, LEAD 795. Grade exceptions: Graded on an S/U basis.

LEAD 795 • Integrative Team Capstone. 3 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 real-life business/leadership project. Exploration of interconnections within business and connections with other aspects of life.

Prerequisites: LEAD 611, LEAD 621, LEAD 631, LEAD 641, LEAD 651. Grade exceptions: Graded on an S/U basis.

SLDR 615 • 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: LEAD 607.

SLDR 660 • Followership: The Other Side of Leadership. 3 Credits.

Overview of the traditional views and attitude toward followers, analysis of different models and styles of followership, and the characteristics of "good" followers. Analysis of relationship between leaders and followers and leadership and follower styles. Exploration of bad leadership, courageous followership, transformational leadership; planning for improving followership abilities.

Prerequisites: LEAD 607.

SLDR 789 • Portfolio Deliverable. 0 Credit.

Synthesis of key learning from the Master of Arts program, including a reconsideration of earlier work, leadership theories and growth concepts, and the development of a professional portfolio.

Prerequisites: LEAD 611, LEAD 621, LEAD 631, LEAD 641, LEAD 651. Grade exceptions: Graded on an S/U basis.