

Master of Management

The Master of Management degree is designed to broaden the essential aspects of business for those launching a career or seeking further development in the field. Artists, scientists, computer scientists, healthcare professionals, educators, and liberal arts majors will find expanding their primary educational focus with business will lead and support professional success. This intensive 12-month, 31-credit hour program fosters a multi-disciplinary mindset while acquiring a well-rounded background in business that broadens their scope of career options or expands the success of their current field of work. The market-driven curriculum utilizes tools used and taught by industry experts. The instruction is steeped in the best of current industry practices in private, public, and nonprofit organizations. While emphasizing the application of theory in management practice with hands-on application, students will strengthen their career position by developing a thorough grounding in organization and human capital to successfully manage these critical assets.

COURSE REQUIREMENTS (31 TOTAL CREDITS):

BN 505	Managing Talent	3
BN 515	Interpersonal Competencies	4
BN 535	Dynamic Marketing	3
BN 540	Managing People and Teams	3
BN 545	Professionalism and Ethics	3
BN 550	Business Continuity Planning	3
BN 555	Entrepreneurial Mindset	3
BN 560	Budgeting and Forecasting	3
BN 565	Analytics and Decision Making	3
BN 570	Exploratory Learning	3
Total Hours		31

Courses

BN 500 Organizational Effectiveness: 4 semester hours

This course introduces students to the basic principles of human behavior and how these principles apply to the management of individuals and groups in organizations. Topics include: individual differences in abilities and attitudes, attribution, motivation, group dynamics, power and politics, leadership, conflict resolution, organizational culture, and organizational structure and design.

BN 505 Managing Talent: 3 semester hours

This course offers an introduction to Human Resources Management and discusses how it fits into the workplace. The course presents theories and issues in the Human Resources field, and it defines the Human Resources practitioner as a change agent. It presents the core competencies of Human Resources professionals including recruitment, selection, and placement; job classifications and wage and benefits; employee relations, supervision, counseling, discipline, and employment law.

BN 510 Operations Management: 3 semester hours

This course focuses on managerial issues in manufacturing including project management, PERT, critical path analysis, and time-cost models. 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. Prerequisite: BA 505 Statistics for Managerial Decision Making.

BN 515 Interpersonal Competencies: 4 semester hours

This course examines the ways organizations can be managed more effectively to drive performance. Studying theories and frameworks students will learn how individuals and groups interact within the workplace while comparing how leadership decisions including structure, culture and work assignments affect individual behavior. Understanding how to increase employee motivation and team performance helps managers achieve organizational strategies.

BN 520 Communicating Virtually: 3 semester hours

By understanding the right channel to deliver communication, one can influence the richness and scope of the message. Students will explore tools and technology to enhance the virtual communication process.

BN 525 Leading A Remote Workforce: 3 semester hours

Work dynamics change when coworkers no longer connect in person. Leaders need to know how to lead in a virtual environment. Students will analyze leadership knowledge, skills, and abilities necessary to achieve organizational outcomes at a distance.

BN 530 Remote Workforce Management: 3 semester hours

Organizational policies, procedures, and standards need to adjust to a remote workforce that mirror the desired culture. The locations of the organization and employees drive cultural norms and the standards in which the remote workforce follows. This course takes an in-depth look at how working remotely affects the desired culture of an organization.

BN 535 Dynamic Marketing: 3 semester hours

This course is designed to immerse students in the research and evaluation of the marketing environment to identify strategic fit for product and service offerings. Beginning with a perceptive understanding of the buyer mindset to position products and services, students will identify, analyze, and exercise the most effective strategies and tools that will ensure success in a dynamic environment.

BN 540 Managing People and Teams: 3 semester hours

This course provides students with an enhanced understanding of managing people and effective teams in organizations. There is increased reliance upon teams and team-based projects focusing on innovation and performance in organizations. This course offers students an opportunity to gain greater knowledge in managing, creating and sustaining high-performing employees and teams.

BN 545 Professionalism and Ethics: 3 semester hours

This course examines the professional and ethical challenges that an inexperienced business professional can face. The course will help the students develop the professional skills and ethical frameworks necessary to successfully and ethically meet those challenges. Students will also discuss how legal, societal, and corporate pressures influence decision making.

BN 550 Business Continuity Planning: 3 semester hours

There are many circumstances that can impact an organization's ability to continue to operate through a crisis. Business continuation planning spreads across many disciplines and includes many methods and tools. Risk management is one component used to proactively manage these circumstances. This course attempts to practically identify and apply these methods and provides templates and tools to improve the probability of business continuity in crisis.

BN 555 Entrepreneurial Mindset: 3 semester hours

This course focuses on inspiring students to develop an entrepreneurial mindset while providing them while demonstrating the need for creativity as it relates to entrepreneurship. We introduce the role of the entrepreneur, the power of innovation and technology in the entrepreneurial process with a focus on the development of growth-oriented and innovative ventures. Entrepreneurship is both a way of thinking and of doing. Students will learn how to identify, assess, and implement new business opportunities within established organizations to drive and maintain competitive advantage.

BN 560 Budgeting and Forecasting: 3 semester hours

This course examines the entire budgeting process from start to finish, including how to create a disciplined culture of budgeting in an organization, the various methods for building budgets, techniques to analyze results, and how to increase the chances of organizational performance improvements.

BN 565 Analytics and Decision Making: 3 semester hours

Analytics is about using data and modeling to solve various kinds of problems. Making good decisions using data provides students with a distinct competitive advantage. This course will help students understand the concepts of sound statistical thinking that can be applied in surprisingly wide contexts, sometimes even before there is any data. Students will learn key decision-making concepts which focus on analyzing problems and the ideas that really matter, illustrate by lively, practical, accessible examples.

BN 570 Exploratory Learning: 3 semester hours

This course is designed as "learning by doing," ... a process in which students explore their strengths while learning new things while identifying skills, attitudes, and behaviors required to improve overall performance. Applying knowledge will be gained through hands-on experiences (internships, externships, apprenticeships) involving employers, business leaders, non-profit involvement, and project assignments.

BN 575 Principles of Supply Chain Management: 3 semester hours

This course as an elective will focus on developing sustainable supply chain solutions that provide the best TCO (Total Cost of Ownership) in the industrial, consumer and service business sectors. The course provides an overview of the topic for students in degree programs other than Supply Chain Management, equipping them to analyze and evaluate the quality of supply chain management in any organization, as well as, develop critical thinking skills to assure that the management of the supply chain is deeply integrated into every aspect of business.

BN 576 Global Supply Chain Management: 3 semester hours

This course discusses the subject of global supply chain management and prepares students for careers in the field of supply chain management. This Global Supply Chain Management course discusses emerging issues in orchestrating a supply chain across borders for competitive success. It studies the roles of global economies, politics, infrastructure and competence in the context of supply chain management.

BN 577 Supply Chain Strategy & Customer Value: 3 semester hours

This focuses on developing sustainable supply chain solutions that provide the best TCO (Total Cost of Ownership) in the industrial, consumer and service business sectors. This course will introduce students to a strategic view of Supply Chain Management, how it is used to enhance customer value, and will equip them to analyze and evaluate the quality of supply chain management in any organization, as well as develop the critical thinking skills to assure that the strategic management of the supply chain is deeply integrated into every aspect of business.

BN 578 Supply Chain Technology & Product Innovation: 3 semester hours

Applying a preventative thought process to the supply chain demonstrates the importance of guiding new product innovation through the use of the most up to date supply chain technology in order to provide the end customer with a product that they value highly. The application of collaborative design methods, data analysis techniques with regard to design form/fit/function and the ability of a supplier to provide the best possible solution meeting a customer's needs is a necessary part of the product innovation process in today's product development world.

BN 579 Supply Chain Analytics: 3 semester hours

Making good decisions requires the ability to analyze data in straightforward, direct ways that produce high integrity results. This course requires students to apply the decision support models that are most frequently used in supply chain applications. Quantitative and statistical methods for decision making, hypothesis testing, regression and correlation analysis, forecasting, linear programming, and decision analysis will be explored. Specific case studies requiring data modeling and analysis will be used to demonstrate the use of the tools presented, requiring students to apply the tool correctly, not simply learn about it.

BN 582 Corporate Social Responsibility: 3 semester hours

Triple bottom line (people, planet, profit) concepts will be examined in this course. Students will explore the psychological, cultural, ethical, and economic sustainability issues affecting an increasingly broad range of global stakeholders. While using systems thinking students will study how and why leaders implement innovation, collaborate to solve local and global sustainability challenges and face outsourcing, poverty and human rights, globally. Students will have the opportunity to research Blue Zone programs sustainability.

BN 585 Organizational Change: 3 semester hours

In today's competitive global economy, managing change effectively is more important than ever. People are the common denominator of organization endeavor, regardless of the organizations' size or purpose. The course will explore how leaders can effect change. Special emphasis will be placed on the nature of change, resistance to change and strategies to overcome resistance.

BN 599 Special Topics in Business: 3 semester hours

This course will be offered as an elective to address special topics in business that Mount Mercy University does not currently offer. Topics may include: change management, organizational psychology, upper echelon of leadership, diversity and discrimination, crisis management, or other advanced studies in business. Students may complete more than one special topics course for elective credit.

BN 600 Strategic Human Resource Management: 3 semester hours

Global competition combined with the transition to a knowledge-based economy requires organizations to take an integrated, strategic approach to preparing a workforce that can meet the business demands of the future. This course focuses on the history and changes in human resources, understanding business strategies and devising HR practices to support them, identifying how organizations gain sustainable competitive advantage through effective human resource strategies, and how workforce diversity and globalization is capable of enhancing an organization's human talent to drive successful business results. Particular focus will be given to measuring human resource outcomes and the integration with overall business strategy.

BN 601 Talent Development: 3 semester hours

The course's focus is to develop advanced skills in identifying and measuring employee performance and determining what training opportunities are best for the workplace. The course will instruct individuals how to apply a systematic process of discovering and analyzing human performance gaps, plans for future improvements in performance, design and develop cost-effective and ethical solutions to close the gaps.

BN 602 Employment Law: 3 semester hours

The focus of this course is to develop advanced skills and understanding aspects of the law that impact human capital in the workplace. This is an ever changing topic and will be imperative for businesses to stay abreast on the legal aspects of managing people.

BN 603 Total Rewards Systems: 3 semester hours

Understanding compensation and benefits as part of an organization's rewards system is critical for today's human resource professionals and managers. Often these costs are the most significant budget line item to an organization. The practices surrounding compensation and benefits are constantly changing and without a solid understanding of this facet of management, managers could make decisions that would possibly incur unnecessary costs to the organization. This course includes tools that are needed to make quality, educated decisions and requires students to apply their learning to evaluate and implement compensation and benefit programs inside their organizations. Prerequisite: BN 600.

BN 608 Coaching Skills for Leaders: 3 semester hours

In this course, students will develop skills and knowledge to assist them to be effective coaches in the organizational environment. An extra fee is charged for this course. Prerequisite: BN500 or approval of the MSL program director.

BN 610 Quantitative Modeling For Decision Making: 3 semester hours

This course is a survey of statistical and mathematical programming models and their applications in business and management. These techniques include statistical distributions, multiple regression, linear and Integer Programming, Network Models, and transportation and assignment method, Game Theory, Decision Theory, Queuing and Goal Programming.

BN 617 Supply Chain Planning & Control: 3 semester hours

Supply Chain Planning and Control allows an organization to most efficiently and effectively plan their operations, while optimizing inventory levels and maximizing output to satisfy actual customer demand. This class focuses on all of the steps, techniques, processes, calculations, etc. involved in transitioning from the highest-level aggregate plan to providing the most timely and lowest cost detailed customer delivery results. A majority (no more than three remaining) of the SCM classes should be taken prior to taking this course.

BN 618 Supply Chain Distribution: 3 semester hours

Supply chain Distribution is the methods used to get products to your customers. Advantages of a well-tuned distribution network include: reduced delivery cycle times, lower inventories and resulting increased cash flow, lower costs and higher quality to delivery performance, etc. The choice of the distribution channel, and the performance of the partners operating the distribution mechanics, go a long way towards improving the perception of your organization's performance in the eyes of your customer.

BN 620 Principles of Project Management: 3 semester hours

Effective management of a project is a skill many (if not all) MBA students will need to have at some time during their professional career. The goal of this course is to give students the effective tools and knowledge to accomplish this successfully. Students will learn how projects get started, how to successfully manage a project and its resources, and how organizations select the "right" project to work on.

BN 625 Sustainability & Growth: 3 semester hours

This course is a survey of environmental economics and management. The course covers economic theories and management practices that balance short and medium term commercial gain against the long term goals of preserving natural resources and productive capacity. Economic topics include externality theory, regulation economics and the evaluation of public policy. Management topics include sustainable growth policies and practices, product and process design and the impact of corporate practices on consumers and communities. The course will address local, national and global impacts of government public policy and corporate environmental practices.

BN 630 Methods of Quality Management: 3 semester hours

This course as an elective will provide the historical context of quality management and introduce the student to a number of quality management systems including Total Quality Management (TQM), ISO, the National Baldrige Award, Lean and Six Sigma that are currently being implemented in today's organizations. The course will host several guest lecturers from the community who are specialists in quality management.

BN 635 Leadership Foundations: 3 semester hours

The focus of the course is to provide a review of Leadership theories both from an historical perspective and the current day leadership styles that have evolved over the decades since the Industrial Revolution. The course will include the opportunity for students to self-assess, develop and create their own leadership style.

BN 645 Quality Practices in the Global Marketplace: 3 semester hours

With the ever-increasing activity in selling goods and services internationally, the increasing demand and sophistication of customers has practically forced companies to embrace total quality programs as a means of competitive advantage in pricing, service and performance. This course thoroughly examines how total quality applications are most effectively utilized to drive organizational sustainability while competing in and international marketplace. Prerequisite: BN 630.

BN 650 Business Capstone: 3 semester hours

The Business Capstone course will give students the opportunity as individuals to conduct an organizational assessment of an organization. The students will also work in small teams to specifically frame and analyze an area of concern suggested by an organization utilizing their learning from the MBA curriculum. Prerequisites: 9 of core classes must be complete before enrolling in this course.

BN 652 Supply Chain Business Analysis: 3 semester hours

This class is intended to be the drawing together of knowledge from all other SCM classes into a final, overall study of the impact of the value of the supply chain from raw materials through final customer support. The primary output from the class will be a report and presentation developed throughout the course providing a detailed analysis of a companies of choice selected by teams of students in the class. A majority (no more than three remaining) of the SCM classes should be taken prior to taking this course.

BN 699 Independent Study: 3 semester hours

If a student wishes to independently study or research a particular topic, he/she may propose to work with an appropriate faculty member within their discipline. No more than 2 courses may be taken as independent study by any student.