

Master of Business Administration

Characterized by its emphasis on ethical and socially responsible leadership, the Master of Business Administration program at Mount Mercy University challenges students to think globally and strategically while using a multidisciplinary approach to solve business problems. Students can take coursework in any of the following formats: face-to-face, live/online or exclusively online.

The block format allows students to complete the program in less than two years, while maintaining full-time employment. Face-to-face classes are offered on weeknights. In several classes students work together to create solutions to real business problems with non-profit organizations in the community as clients, also gaining an interdisciplinary approach to leadership development in the tradition of Mercy values.

Courses are offered in both 5 and 10 week blocks and meet one night a week. In the 5-week format, students are expected to complete more assignments/coursework outside of the classroom.

Upon graduating, MBA students should be able to interpret data and employ quantitative methods to evaluate organizations in economic terms, differentiate between effective and dysfunctional team behaviors, and make strategic decisions based on a systematic approach.

Prerequisite Courses

Students must complete the following prerequisite courses with a grade of C or above (C- does not count) prior to enrolling in MBA courses (the MBA Program Director may make exceptions to this on a case by case basis). The following prerequisites are offered both in the traditional and accelerated format at Mount Mercy:

BC 265	Principles Of Accounting I	3
BC 266	Principles Of Accounting II	3

Total Hours 6

Core Requirements

BA 505	Statistics for Managerial Decision Making	3
BA 515	Organizational Ethics	3
BC 500	Corporate Financial Reporting	3
BN 500	Organizational Effectiveness	4
BN 620	Principles of Project Management	3
BN 650	Business Capstone	3
EC 580	Managerial Economics	3
LS 640	Systems Thinking and Growth Mindset	3

Total Hours 25

Business Administration Emphasis

BN 560	Budgeting and Forecasting	3
LS 628	Conflict Resolution	3
BN 600	Strategic Human Resource Management	3
BN 510	Operations Management	3
BK 500	Managerial Marketing	3

Total Hours 15

Finance Emphasis Electives

BA 520	Applied Financial Reporting	3
BA 544	Investments	3
BA 560	Securities Analysis	3
BA 620	Cases in Finance	3

Total Hours 12

Health Care Administration Emphasis

BN 600	Strategic Human Resource Management	3
HS 509	Analysis and Application of Health Insurance	3
HS 520	Health Care Law, Regulations, and Compliance	3
HS 615	Health Care Informatics	3
HS 630	Financial Issues in Health in Healthcare Organizations	3

Total Hours 15

Human Resources Emphasis

BN 510	Operations Management	3
BN 601	Talent Development	3
BN 602	Employment Law	3
BN 603	Total Rewards Systems	3
LS 628	Conflict Resolution	3

Total Hours 15

Leadership Emphasis

BN 600	Strategic Human Resource Management	3
LS 608	Coaching Skills for Leaders	3
LS 618	Decision Making for Leaders	3
LS 628	Conflict Resolution	3
LS 635	Leadership Foundations	3

Total Hours 15

Supply chain management emphasis

BN 510	Operations Management	3
BN 576	Global Supply Chain Management	3
BN 577	Supply Chain Strategy & Customer Value	3
BN 579	Supply Chain Analytics	3
BN 618	Supply Chain Distribution	3

Total Hours 15

BA Courses

BA 500 Legal Environment Of Management: 3 semester hours

This course examines the legal and regulatory environment of business, and managerial decision making within the context of laws, regulations, and court decisions. Focus is on analysis of the legal system, including contracts, agencies, and governmental regulations, torts, corporate and other types of business entities.

BA 503 Commercial Law: 3 semester hours

This course is designed to meet the needs of someone working in the fields of finance, real estate, banking and business leadership. It is essential for someone preparing for the CPA exam. The legal topics covered are property, sales, debtor- creditor, commercial paper, security regulation and business organizations. Prerequisite: BA203 or permission of program director.

BA 505 Statistics for Managerial Decision Making: 3 semester hours

This course provides students with analytical tools and methodologies useful in management. The emphasis is on the use of data for modeling and solving problems in the areas of marketing, finance, human resources, and operations. Topics covered include data analysis and modeling, simple and multiple regression, nonparametric statistics, and statistical quality control.

BA 510 The Global Business Environment: 3 semester hours

This course introduces the students to the economic, political, legal and social dimensions in conducting international business operations. Students will be introduced to basic economic principles of international trade and comparative advantage. The course will address political and legal conditions in different regions and how they impact business operations and will discuss how social and cultural contexts affect business operations and decisions. This course will enable the students to see how a global business operation differs from a domestic one in terms of strategy, management, finance and marketing. The knowledge and the skills that students develop in this class will help them become better strategic planners, managers, communicators and decision makers in an international business context.

BA 515 Organizational Ethics: 3 semester hours

This course will explore how values shape individual ethical behaviors, and how these behaviors influence leadership and decision making. The course will provide practical knowledge and tools needed to effectively manage the everyday ethical issues that can arise in business. Students will discuss how legal, philosophical, and corporate practices influence ethical behavior for individuals and companies. Students will examine how social, environmental, and stakeholder responsibilities, as well as different values, impact ethical behavior in companies.

BA 520 Applied Financial Reporting: 3 semester hours

This course will teach students how to analyze financial statements in detail. The financial statements will be approached from the users' perspective rather than the preparers' perspective. The course will combine the case approach with the lecture approach so students can apply the concepts learned to real businesses. Students will examine the financial statements of actual businesses in order to assess the presentation of the financials to judge whether the financial statements are presented fairly or are misleading in any way. Prerequisite: BC 600.

BA 544 Investments: 3 semester hours

This course teaches students about a broad range of investment opportunities as well as how to analyze those opportunities. These opportunities are discussed in conjunction with investment goals. Additionally, the course teaches students about various securities valuation techniques. Students will apply those valuation techniques to the stocks of publicly held corporations. Students will also analyze several companies and assess the risk of the company, its projected growth in EPS, and the value of its shares to judge whether the market is fairly valuing, overvaluing, or undervaluing the stock. Prerequisites: BC 265, BC 266 and BC 600.

BA 560 Securities Analysis: 3 semester hours

This course is intended to be a follow-up course to the Investments course. This course will involve a very hands-on approach to valuing entire entities. Students will learn how to assess the prospects and the risk of a company and they will learn to value companies using a variety of approaches such as discounted cash flow analysis and various valuation metrics. Students will be required to examine and judge the inputs that go into the valuation of a specific company's stock and compare and contrast this with another company in the same industry. Prerequisite: BA 344 or BA 544 and BC 600.

BA 610 Entrepreneurial Endeavors: 3 semester hours

This elective will expose students to the "entrepreneurial mindset" of what it takes to start, grow, and maintain a business. Critical to this effort is to understand the vital aspect of "strategic fit..." does the market want or need what I (my business) have to offer? Starting and operating a new venture involves considerable risk in today's fast-paced business environment. In the creation and growth of a new enterprise, the entrepreneur assumes all the risk for development and survival yet stands to receive the ultimate reward, if/when successful. Key to continued success is the entrepreneur's ability to seek partners that insure future growth, vision, and profitability.

BA 620 Cases in Finance: 3 semester hours

This course will teach students how to analyze financial cases. The case method of instruction simulates the "real world" by exposing students to actual situations where financial decisions must be made. Students must use their prior knowledge of finance and common sense to arrive at recommendations for each case. This process will enable students to sharpen their technical finance skills and enhance their ability to use subjective judgment in decision-making. It will also require students to build financial models useful to the analysis of financial decisions. Prerequisites: BA 344 or BA 544 and BC 600.

BA 640 International Business Strategy & Culture: 3 semester hours

What does it take to do business with another country? This travel course will examine international business strategies, foreign exchange, tariffs and trade, economic conditions and culture of destination countries. We will have a firsthand look at international businesses in operation as well as lectures from in-country experts. Students will utilize all of their skills and knowledge as they examine business strategies and operations for successful sustainable growth in foreign countries. BA 640 should be taken in the final year of the MBA or MSL program. Students must complete 6 of the 9 core courses in the MSL before taking this course. This course can be taken as an elective OR as a substitute for the MSL/MBA Capstone.

BC Courses**BC 500 Corporate Financial Reporting: 3 semester hours**

This course will be taught from a financial statement user's perspective, as opposed to a preparer's perspective. Students will learn to read, interpret and analyze the information contained in the financial statements of public companies, prepared in accordance with generally accepted accounting principles, to aid in effective management decision making.

BC 600 Managerial Finance: 3 semester hours

This course builds on the basic concepts introduced in the Corporate Finance Reporting course. The course will equip students with a solid grounding in the core financial concepts and the necessary tools they need to make good decisions. Along with the core concepts of finance, the course will focus on the various methods of financial analysis. Prerequisite: BC 500 Corporate Financial Reporting.

BC 620 International Financial Reporting Standards: 3 semester hours

The course is proposed to be offered as an elective in the MBA Program. The course's focus is to develop advanced skills for the students when applying the International Financial Reporting Standards. The course will enable students to gain a fundamental understanding of how the key elements of financial statements are derived, to implement the most frequently used accounting standards and translate these to specific international standards, to apply and demonstrate a high level of technical knowledge of international accounting standards, to apply a number of key standards in practical situations, and to formulate insights as to the likely future developments in the process of setting standards. Prerequisite: BC 500 - Corporate Financial Reporting.

BK Courses**BK 500 Managerial Marketing: 3 semester hours**

Students will use a managerial approach to solving advanced topics in marketing with a heavy emphasis on case analysis. Students will use research data to make strategic marketing recommendations. Topics will include: market analysis, strategic planning, and implementation of marketing strategy.

BN 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 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 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 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 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.

EC Courses**EC 580 Managerial Economics: 3 semester hours**

Students will apply the principles of economics to managerial decision making. Topics will include: interest rates, inflation, international trade, business cycles and supply and demand. Case studies will be used to demonstrate the impact of pricing policies, and the relationship between market structure and strategy.

EC 590 Labor Economics: 3 semester hours

This course addresses the theory and practice of labor markets. From the firm's perspective, it will cover the Economic efficiency of human resource policies and decisions - that is Micro level decisions. The Macro perspective deals with government policies and labor regulations: costs and benefits, the impact on productivity, employment and unemployment. As necessary components of labor economics, we will discuss the economics of human capital, gender and racial equality, discrimination, compensation and immigration as part of the international labor markets. Included is the study labor market institutions: like government, unions, the impact of culture and work ethics. Applications will be provided from manufacturing, financial, healthcare and other service industries. Prerequisite: EC 580 - Managerial Economics.