

MASTER OF BUSINESS ADMINISTRATION (MBA)

Program Philosophy

Linking current theory to practice, the Walsh University DeVille School of Business Master of Business Administration (MBA) program is designed to develop and refine interpersonal and analytical skills that are essential to planning, organizing, and controlling activities of contemporary organizations. The program's primary theme is to improve an organization's effectiveness through organizational and personal leadership. The intention is to provide the knowledge a leader needs for productive interaction and coordination with other persons across the organization.

To this end, leadership concepts and skills concerning organizational design and personnel behavior are explored and managerial and interpersonal skills are developed on a foundation of understanding across an organization's functional areas. The foundation includes assessing and filling client requirements, controlling cash flows, developing efficient operations, and establishing and maintaining information systems.

The intent of the Walsh MBA Program is to develop a general understanding of such models and the capacity to adapt them to a specific organization. While the program explicitly acknowledges that an understanding of these areas of expertise is vital to the effective management of an organization, the focus is on developing leadership talent able to identify and enhance cross-functional synergies, thereby improving overall organizational effectiveness.

Program Learning Outcomes

- Think critically and solve problems within organizations, supporting decisions with appropriate analytical and quantitative techniques.
- Demonstrate sustainable ethical organizational leadership capabilities.
- Demonstrate integrative professional and personal knowledge within a dynamic global business environment.
- Demonstrate advanced communication competencies within a business context.
- Demonstrate advanced knowledge in the core areas of business.
- Graduates demonstrate advanced knowledge in a specialized area of business.

Areas of Specialty

1. Management

The MBA Management Specialty links current theory to practice and provides the knowledge a leader needs for productive interaction with others within the organization. The coursework develops and refines the qualitative leadership, quantitative, and analytical skills needed for a leader to plan effectively, organize, lead and control the activities of an organization.

2. Healthcare Management

The MBA Healthcare Management Specialty is designed to create a balance between business knowledge and the unique aspects and demands of the healthcare management field. The specialty provides future leaders with a wide range of competencies and skills needed to advance or develop their careers in the rewarding field of healthcare management.

3. Marketing

The Marketing Specialty combines the traditional area of marketing communications with e-commerce and other emerging social marketing opportunities to provide an understanding of the role and importance of the media and technology in forming a unique focus. This coursework prepares professionals to foresee changes in the marketplace and enable them to develop strategic and customer focused approaches in current and emerging businesses.

4. Data Analytics

The Data Analytics Specialty is designed to prepare students for the emerging and high-demand areas of data analytics, data mining, database strategies, and other data-related opportunities. The coursework provides a deep dive into critical areas of data analytics and business intelligence, coupled with opportunities to apply the concepts within real-world situations.

Leadership Program

Along with completing the MBA coursework, it is also important for MBA students to develop as leaders. As a result, the MBA Program requires that all MBA students complete the MBA Leadership Experience Practicum (hereafter referred to as the Practicum). The practicum is linked to Walsh University's mission: educating students to become leaders in service to others. The two-part practicum is designed to fit in to each MBA student's coursework.

The practicum will require each student to complete the "Sustainable Ethical Leadership" (MBA 621) course (which is a part of the MBA core curriculum courses). Following the completion of this MBA 621 course, each student will register for Part I of the practicum (MBA 631). Part I is a half-day program for in-class students and is also delivered online. It is comprised of a computer simulation, group facilitation discussion, and time for reflection. In addition, each student will be given the "Strength Finder" book, for use in Part II.

Part II (MBA 691) involves a one-on-one mentoring by a trained leadership mentor. The student and mentor will review Part I materials (reflection, demographic items, and Strength Finder results). Both will then develop a leadership action plan for the student to develop and advance his/her leadership.

MBA Academic Guidelines

Admission Policy

An applicant must have an earned undergraduate degree from an accredited undergraduate institution, earning a cumulative grade point average of 3.0 or higher. An applicant who has graduated with a cumulative GPA of less than 3.0 is encouraged to apply, but will be subject to review by the MBA Admissions Review Committee.

Foundational Knowledge

Every applicant is required to demonstrate foundational knowledge in the functional areas of business (i.e., accounting, economics, finance, and quantitative techniques). Satisfying this requirement of foundational knowledge will be determined by the MBA Program, through an examination of the completed application (as outlined below), including the applicant's transcript(s) and professional experience.

Foundational knowledge in the functional areas of business may either be demonstrated by: an undergraduate business degree, significant and substantial prior business-related experience, or successful completion of the short zero credit-hour Business Foundations course.

Application Process

Prior to pursuing one of the following recommended paths toward admission, an applicant is required to officially apply to the MBA Program. Submitting the following materials as outlined in the admission process will constitute a "completed" application:

- Completed application form.
- Official undergraduate transcript(s) for any/all institutions attended and all other graduate transcripts (if applicable), sent directly from the applicant's college(s) or university(ies) to the Walsh University Department of Graduate Admissions
- Current resume
- Demonstration of English language proficiency by applicants for whom English is a second language (if applicable)

Paths to Admission

There are two paths, along with the required demonstration of foundational knowledge, for admission into the MBA Program:

Path #1

An applicant with an earned Bachelor's degree majoring in business and a weighted cumulative GPA of greater than or equal to 3.00 will receive full acceptance into the MBA Program.

Path #2

An applicant who holds an earned Bachelor's degree with a non-business major will be required to complete the short Business Foundations (MBA 600) course. This zero credit-hour course covers important topics in the area of accounting, finance, and statistics. While applicants will be able to register for MBA courses, they cannot take MBA 623 (Financial Accounting & Management) or MBA 626 (Applied Organizational Research & Analytics) until they have successfully completed the short MBA 600 course. The MBA 600 can be taken at any time, is totally online, and will take about 5-8 to complete.

Course Waiver Policy

An MBA student with an undergraduate business major may be considered for a waiver of an MBA core curriculum course corresponding to the student's undergraduate major(s). Granting of such a course waiver would be based upon the student's undergraduate GPA in his/her major. A waived course will be replaced by equivalent credit hours in graduate courses. All course waivers and substitutions must be approved by the program director.

Program Delivery

The MBA Program is offered online.

Registration Procedures

There are 2 ways to register for classes:

- Through your MyWalsh University Portal. Once in your portal, you will have access to the schedule of classes and a PIN number to register.
- OR
- Complete a registration form and return it to the Student Service Center for processing.

If you have any problems registering, please contact either Graduate Admissions or the MBA Program Coordinator.

Categories of Graduate Students

- **Matriculated**
A matriculated student is a degree-seeking student who has met all admission requirements for the degree program.
- **Candidate**
All MBA core and specialty coursework must be successfully completed ("B-" or higher" with a cumulative GPA greater than 3.00) prior to taking the specialty-specific capstone course.
- **Non-Matriculated**
A non-matriculated student is a student enrolled in a graduate course who has not completed admission requirements or who does not intend to pursue a graduate degree but wishes to enroll in graduate coursework for professional development. A non-matriculated student may enroll in a maximum of six (6) semester credit hours.
- **Certificate-Seeking**
A certificate-seeking student is a post-baccalaureate student who is seeking a certificate, having met all of the certificate admission requirements.

Completion of Core Curriculum Requirements

MBA students are required to successfully complete ("B-" or higher in all courses with an accumulated GPA of 3.0 or higher) all MBA core curriculum courses prior to taking specialty courses.

Any student who is enrolling in a specialty course before completing the core curriculum coursework may be administratively withdrawn from that specialty course unless prior approval was sought and received by the MBA Director.

Capstone Course

An MBA student may only take the capstone course (MBA 719-Strategic Management) in the student's last semester. The course is offered in the second eight-week session, every semester. This capstone course may not be taken at any other point in the student's course of study. If the student enrolls in the MBA 719 prior to the last semester, the student will be administratively withdrawn from the capstone course.

Advancement to Candidacy

A student that has completed all of the MBA core curriculum requirements and Part I of the practicum will be advanced to candidacy in the MBA Program. Advancement to candidacy is required before an MBA student can enroll in MBA specialty courses. Completion of Parts I and II of the practicum are required for graduation from the MBA Program.

Any student who is attending part-time that enrolls in the capstone course before completing all other coursework will be administratively withdrawn from the capstone course.

Course load

An MBA student may take up to four (4) credit-bearing MBA courses in any given semester - two (2) credit-bearing MBA courses per eight-week session. At no time may an MBA student take more than two (2) credit-bearing MBA courses in the same eight-week session.

[Note: It is acceptable for an MBA student to take a Leadership course (which is zero (0) credit hours) along with up to two (2) MBA courses.]

Repeating Courses

A student must earn a grade of "B-" or higher in each course required for graduation from the MBA Program. If an earned grade is lower than "B-," the student may repeat the course one time. Failure to receive a "B-" or

higher in the second and final attempt will result in dismissal from the MBA Program.

Transfer of Courses

A student may transfer-in a maximum of three (3) credit hours or one (1) course as approved by the program director. These courses must be taken at an accredited MBA program. Only MBA core courses are eligible to be transferred, if approved. The student must submit course syllabi and other requested documentation as requested by the MBA Program. Requesting and submitting materials is no guarantee that courses may be accepted for transfer. Finally, transferred courses may only be accepted for core curriculum requirement – and not for specialty-specific courses.

Academic Advising

MBA students may consult with the MBA Program for advising at mbaprogram@walsh.edu. The Program’s duties are to serve as consultant working with the student.

Completion of a Second Specialty Area

MBA students that would like to complete a second MBA specialty area must submit a Declaration of a Major Specialty" form. The form can be acquired from and submitted to the Registrar’s Office. In order to be included on the students’ degree and noted on transcripts, this submission must be done before the last semester in which they will complete their first specialty area. In order to complete a second specialty area, students must complete four (4) separate and unique courses as required for the second specialty area.

Academic Incivility and Bullying Policy

Academic incivility is defined as rude and/or discourteous communication (written or verbal) or any behavior that is considered disruptive to the academic environment that includes (but is not limited to) the classroom, advising sessions, or any other setting or interaction. Bullying is an intentional action that may be verbal, written or behavioral in nature that is directed toward a student(s), student group, University faculty or staff, or any other individual related to the University and includes any action that:

- Causes physical or mental harm to another person
- Is persistent and severe enough in nature to cause an intimidating, abusive or threatening academic environment
- Includes cyber bullying which involves any electronically transmitted information via cell phone, Internet, social networking website or personal digital assistance (PDA)device.

Examples of bullying and incivility include but are not limited to threats, taunts, intimidation through words or behaviors, rumors, slurs, demeaning comments, innuendos, or purposeful exclusion from activities.

The DeVille School of Business expects its students to create an ethical environment and culture of civility and kindness, treating colleagues, co-workers, employees, students and all others with dignity and respect.

Bullying, cyber bullying and incivility will not be tolerated by the DeVille School of Business. Any student who feels he/she is a victim of bullying or intimidation or witnesses such actions toward another should report the events to a faculty member, the MBA Director, or the Dean of the DeVille School of Business. All allegations will be investigated and if validated, appropriate actions will be taken.

Consequences of a confirmed case of bullying or incivility may include but are not limited to:

- Referral to the Dean of Students of Walsh University
- Counseling
- Diversity training
- Dismissal from the MBA Program
- Dismissal from Walsh University
- Legal action

Global Experience

While enrolled in the MBA program, students may participate in the MBA Program’s global experience(s). The student is advised to seek more information on global experiences from the MBA Program or the Office of Global Learning.

MBA Core Requirements

The MBA degree requires the successful completion of thirty-six (36) semester hours of coursework for a student who demonstrates all required competencies upon entry.

Code	Title	Hours
MBA Core (Common Body of Knowledge)		
MBA Core		
MBA 621	Sustainable Ethical Leadership	3
MBA 622	Organ Behavior & Communication	3
MBA 623	Financial Accounting & Mgmt	3
MBA 624	Marketing Management	3
MBA 625	Information Systems (After successfully completing all core and specialty courses:)	3
MBA 626	Applied Org Research&Analysis	3

All incoming MBA students will be required to take MBA 621 in their first semester.

MBA – Management Specialty degree requirements

Code	Title	Hours
MBA Core (Common Body of Knowledge)		
MBA 621	Sustainable Ethical Leadership	3
MBA 622	Organ Behavior & Communication	3
MBA 623	Financial Accounting & Mgmt	3
MBA 624	Marketing Management	3
MBA 625	Information Systems	3
MBA 626	Applied Org Research&Analysis	3
Leadership Practicum		
MBA 631	Leadership Exp Practicum I	0
MBA 691	Leadership Exp Practicum II	0
Required Specialty Courses		
Must successfully complete all of the following:		
MBA 681	Global Business Conditions	3
MBA 682	Managerial Accounting	3
MBA 701	System & Organizational Design	3
MBA 702	Quality & Performance Mgmt	3
Elective Specialty Course		
May be any MBA course not required for this specialty		3

Capstone Course

After successfully completing all core, specialty and specialty elective courses:

MBA 719	Strategic Management	3
Total Hours		36

MBA – Healthcare Management Specialty degree requirements

Code	Title	Hours
MBA Core (Common Body of Knowledge)		
MBA 621	Sustainable Ethical Leadership	3
MBA 622	Organ Behavior & Communication	3
MBA 623	Financial Accounting & Mgmt	3
MBA 624	Marketing Management	3
MBA 625	Information Systems	3
MBA 626	Applied Org Research&Analysis	3
Leadership Practicum		
MBA 631	Leadership Exp Practicum I	0
MBA 691	Leadership Exp Practicum II	0
Required Specialty Courses		
Must successfully complete all of the following:		
MBA 702	Quality & Performance Mgmt	3
MBA 721	Legal & Policy Aspect Hlthcare	3
MBA 722	Healthcare Organizat & Systems	3
MBA 723	Healthcare Finance/Economics	3
Elective Specialty Course		
May be any MBA course not required for this specialty		
3		
Capstone Course		
After successfully completing all core and specialty courses:		
MBA 719	Strategic Management	3
Total Hours		36

MBA – Marketing Specialty degree requirements

Code	Title	Hours
MBA Core (Common Body of Knowledge)		
MBA 621	Sustainable Ethical Leadership	3
MBA 622	Organ Behavior & Communication	3
MBA 623	Financial Accounting & Mgmt	3
MBA 624	Marketing Management	3
MBA 625	Information Systems	3
MBA 626	Applied Org Research&Analysis	3
Leadership Practicum		
MBA 631	Leadership Exp Practicum I	0
MBA 691	Leadership Exp Practicum II	0
Required Specialty Courses		
Must successfully complete all of the following:		
MBA 741	Marketing Research	3
MBA 742	Integrated Marketing Communica	3
MBA 743	Social Media Marketing	3
MBA 744	Services Marketing	3

MBA 745	Analytics for Bus Intelligence	3
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Capstone Course

After successfully completing all core and specialty courses:

MBA 719	Strategic Management	3
Total Hours		36

MBA - Data Analytics Specialty degree requirements

Code	Title	Hours
MBA Core (Common Body of Knowledge)		
MBA 621	Sustainable Ethical Leadership	3
MBA 622	Organ Behavior & Communication	3
MBA 623	Financial Accounting & Mgmt	3
MBA 624	Marketing Management	3
MBA 625	Information Systems	3
MBA 626	Applied Org Research&Analysis	3
Leadership Practicum		
MBA 631	Leadership Exp Practicum I	0
MBA 691	Leadership Exp Practicum II	0
Required Specialty Courses		
Must successfully complete all of the following:		
MBA 702	Quality & Performance Mgmt	3
MBA 745	Analytics for Bus Intelligence	3
MBA 746	Data Analytics: Mgr Prespectiv	3
MBA 747	Database Strategies	3
Elective Specialty Course		
May be any MBA course not required for this specialty		
3		
Capstone Course		
After successfully completing all core, specialty and specialty elective courses:		
MBA 719	Strategic Management	3
Total Hours		36