**MASTER OF BUSINESS ADMINISTRATION (MBA)**

Program Director: Dr. Eric Neuman  
Program Office: Harper Center

**Graduate Study in Business Administration**

The Creighton MBA program is designed to provide a general management education that focuses on developing values-based leaders. Creighton's MBA curriculum allows graduate students to customize their classes to best fit their skills, competencies, and career goals. The MBA program features:

- Tailored programs of study developed for students’ particular academic strengths and business experiences – designed to prepare them for their intended career path;
- Advanced courses for students with extensive business backgrounds;
- Concentrations in key business areas such as investments, business intelligence and analytics, accounting, leadership, health care management, and project management;
- Professional classes in cutting-edge business skills taught by leading business practitioners.

**Program Goals**

1. Exhibit knowledge essential for business leadership.
2. Communicate professionally.
3. Think critically to aid decision-making.
4. Commit to action that demonstrates care for others.
5. Exhibit personal habits consistent with leadership formation.

**Admission**

1. **Eligibility for Admission:** Applicants for admission to the MBA program must have a baccalaureate degree, regardless of the undergraduate field of study, and an acceptable level of scholarship from an accredited institution of higher education, along with the following documents:

2. **Application:** A completed online application form, personal essay discussing how a master's degree fits in with an applicant's career plans and which aspects of Creighton's MBA program are most appealing, current resume, and a non-refundable application fee.

3. **Recommendations:** Two recommendations are required. The recommendations should be completed by persons other than family members who are capable of assessing an applicant's performance in an academic or work setting.

4. **Transcripts:** One official transcript must be sent from each institution of collegiate rank attended by the applicant. Transcripts should be sent directly from the collegiate institution to Enrollment Services, Harper Center, 2500 California Plaza, Omaha, NE 68178. All such transcripts become the property of Creighton University.

5. **Graduate Management Admissions Test (GMAT):** The Graduate Management Admission Test (GMAT) is not required for applicants who have work experience and a minimum 3.00 cumulative GPA across all institutions attended. If the applicant's cumulative GPA is less than 3.00, the GMAT is required. For applicants without work experience, and for all applicants to the MIMFA and MFIN programs, a minimum 3.50 cumulative GPA is required for the GMAT waiver. All international students whose undergraduate degree was not granted by a US institution will be required to submit a GMAT score. Regardless of the applicant's cumulative GPA, the admissions committee reserves the right to require an applicant to submit a GMAT score if there are concerns regarding the applicant's work experience and/or the student's achievement across all math, statistics, economics and finance courses previously completed.

6. **Test of English as a Foreign Language:** The Graduate School requires all students who are native speakers of languages other than English to demonstrate competence in English. International applicants who received their baccalaureate degree from an accredited institution from the following countries are not required to show proficiency in English: Australia, Canada, Barbados, Bahamas, Bermuda, British Virgin Islands, Cayman Islands, Dominica, Grenada, Guam, Ireland, Jamaica, Marshall Islands, New Zealand, St. Kitts, St. Lucia, Scotland, Singapore, Trinidad and Tobago, United Kingdom, United States, and Virgin Islands. There are 3 test scores that can be used to demonstrate competence in English. Only one of the three must be provided. 1) TOEFL: score of 90 or above on the Internet-based Test (TOEFL iBT) with no section below 20. 2) IELTS: overall band score of at least 6.5 with no section below 6. 3) Duolingo: score of 61 or above.

7. **Financial Ability:** All international applicants must provide a “Certification of Available Finances” form in order for the I-20 form to be issued by the Office of International Programs if an applicant is admitted to the program.

8. **Statistics Requirement of the Graduate Business Programs:** Students entering a graduate business program will need to show evidence that they have completed at least one statistics course in their undergraduate degree that includes regression and correlation. Students without such a class may complete instead a non-credit statistics tutorial offered by the college for a fee.

Acceptance to the MBA Program is granted to applicants who clearly demonstrate that they have high promise of succeeding in graduate business study. Interviews are not required as part of the admission process. Applicants who wish to visit the campus prior to submitting their application materials are welcome to contact the Graduate Business Programs to schedule an appointment.

**Degree Programs**

- Master of Business Administration (MBA) ([http://catalog.creighton.edu/graduate/graduate-programs-courses/master-business-administration/master-business-administration-mba](http://catalog.creighton.edu/graduate/graduate-programs-courses/master-business-administration/master-business-administration-mba))
- MBA: Emphasis in Personal Financial Planning ([http://catalog.creighton.edu/graduate/graduate-programs-courses/master-business-administration/mba-personal-financial-planning](http://catalog.creighton.edu/graduate/graduate-programs-courses/master-business-administration/mba-personal-financial-planning))
- MBA: Emphasis in Financial Psychology and Behavioral Finance ([http://catalog.creighton.edu/graduate/graduate-programs-courses/master-business-administration/mba-financial-psychology](http://catalog.creighton.edu/graduate/graduate-programs-courses/master-business-administration/mba-financial-psychology))
- MBA: Executive Healthcare ([http://catalog.creighton.edu/graduate/graduate-programs-courses/master-business-administration/mba-executive](http://catalog.creighton.edu/graduate/graduate-programs-courses/master-business-administration/mba-executive))

**Dual Degrees**

- MBA/MS-BIA Dual Degree ([http://catalog.creighton.edu/graduate/graduate-programs-courses/master-business-administration/mba-bia-dual-degrees](http://catalog.creighton.edu/graduate/graduate-programs-courses/master-business-administration/mba-bia-dual-degrees))
Master of Business Administration (MBA)

- MBA/MIMFA Dual Degree (http://catalog.creighton.edu/graduate/graduate-programs-courses/security-analysis/dual-mba-msapm)
- MBA/JD Dual Degree (http://catalog.creighton.edu/graduate/graduate-programs-courses/master-business-administration/mba-jd-dual-degrees)
- MBA/MS-NCR Dual Degree (http://catalog.creighton.edu/graduate/graduate-programs-courses/master-business-administration/msa-ms-negotiation-dual-degrees)
- MBA/MD Dual Degree (http://catalog.creighton.edu/medicine/dual-degree-programs/md-mba)
- MBA/PharmD Dual Degree (http://catalog.creighton.edu/pharmacy-health-professions/other-educational-opportunities/doctor-pharmacy-master-business-administration)
- MBA/MS-ORGL Dual Degree (http://catalog.creighton.edu/graduate/graduate-programs-courses/mls-ml-mba-dual)

Accelerated Master’s Program
- B.S., Leadership/MBA (http://catalog.creighton.edu/graduate/graduate-programs-courses/master-business-administration(bs-ils-mba-amp)

Graduate Certificates
- Personal Financial Planning (http://catalog.creighton.edu/graduate/graduate-programs-courses/master-business-administration/cfp-certificate)
- Project Management (http://catalog.creighton.edu/graduate/graduate-programs-courses/master-business-administration/project-management-certificate)
- Financial Psychology & Behavioral Finance (http://catalog.creighton.edu/graduate/graduate-programs-courses/master-business-administration/financial-psychology-certificate)
- Enterprise Risk Management (http://catalog.creighton.edu/graduate/graduate-programs-courses/master-business-administration/enterprise-risk-mgmt-cert)

Courses
MBA 501. Managing Projects: The Fundamentals. 1.5 credit.
This course introduces the basic concepts of strategic leadership, project planning, and management. It will examine and consider the practical applications of strategic leadership, project planning, and project management. Students will then apply these concepts and principles in real-world scenarios. Based on the Project Management Institute’s PMBOK Guide 5.0, participants will apply the ten knowledge areas of projects to the five project processes: 1) defining, 2) planning, 3) executing, 4) monitoring and controlling, and 5) closing. The course provides a look at a leader’s role in leading projects, programs and portfolio management and the project manager’s role in projects and programs. As a cross-listed 500 level course, graduate level students will be required to complete additional assessed work as part of this course.

MBA 502. Managing Projects: The Fundamentals Lab. 1.5 credit.
The lab is an experiential learning simulation for a project introducing the application of all knowledge areas as a team executes a project through all five project processes. The lab is frequently delivered on-site as non-credit. The lab provides the introduction to the concepts for the lecture/on-line courses reflective learning processes.

MBA 541. Fundamentals Of Economics Analysis. 3 credits.
Major micro- and macroeconomic principles and analysis of major economic problems and policies. Acceptable undergraduate equivalent: ECO 203 and ECO 205.

MBA 579. Seminar in Management. 3 credits.
Exploration and analysis of selected problems and issues in today’s business environment. Course content changes each semester as current and sometimes controversial issues within are discussed. This course is repeatable up to nine credits. P: Prerequisites depend on course content.

MBA 620. High Impact Leadership. 1 credit.
Seven out of the ten most dominant leadership characteristics directly relate to one’s communication and leadership presence. This course focuses on the essence of professionalism through combining these traits in a practical, hands-on format. You’ll gain the skills of today’s most influential leaders, and most of all, learn to differentiate yourself.

MBA 621. Leadership Presentation Skills. 1 credit.
Students learn to be articulate and confident through this hands-on presentation skills course. This training will ensure that students can deliver clear, complete and organized presentations to any group. Students learn effective physical delivery skills along with road maps for real world situations. P: MBA 620.

MBA 622. Convincing Conversations. 1 credit.
Think you’re not a sales person - think again! In today’s competitive environment we all convince, influence, compel and persuade on a daily basis. While these conversations may not be seen as true selling situations, it’s important to get what you want from the other party in the dialogue, ask open-ended questions, actively listen, identify and deliver your value proposition, make a recommendation and close with confidence. P: MBA 620; MBA 621.

MBA 623. Business Writing-Leveraging Written Communication. 1 credit.
The ability to write well is a critical success factor. This business writing course is designed to help learners organize their thoughts, write a draft, check for readability and edit based on tone, style and overall impact.

MBA 701. Financial Reporting for MBAs. 3 credits.
MBA 701 focuses on the fundamentals of financial accounting and reporting from a user-based and management-preparer perspective. The primary focus of this course is understanding the fundamentals of the financial reporting model and the means by which users, including preparers, utilize financial accounting information for decision making purposes. Topics covered in the course include the financial reporting environment, fundamentals of the accounting information system, reading and understanding audited financial statements, and financial statement analysis.

MBA 702. Managerial Decision-Making Using Quantitative and Qualitative Data. 3 credits.
Provides insights into the selection and use of data, both accounting and non-accounting, to perform analysis to evaluate decision alternatives, interpret and use budgets and long-term plans, devise and use performance measures to evaluate performance and determine performance-based rewards. The decision scenarios include, but are not limited to evaluation of products and services (costs, pricing, quality), cost of quality, balanced scorecard, and ethics. P: MBA 701 or equivalent.
MBA 705. Mastering Project Management. 1.5 credit.
This builds on the knowledge and fundamentals learned in Managing Projects: The Fundamentals. This course features experiential learning to strengthen skills in defining, planning, executing, monitoring and controlling and closing projects in a variety of settings. More tools and methods are introduced for the ten management knowledge areas: scope, time, cost, integration, stakeholder, quality, human resources, communication, risk & procurement. More advanced topics are explored in the areas of teams and leadership, project performance management, procurement, risk management and interpersonal and soft skills for the human side of project management. Advanced study includes the use of various performance measurement systems and tracking tools to aid in scheduling and managing projects. This course is based on the PMBok 5.0, and covers the processes and knowledge areas of projects. It provides an in-depth look at project management from a leader's role in leading projects, programs and project portfolios. It includes flexible and pragmatic review of variations and overlaps in project approaches and techniques such as waterfall, agile, scrum, and Kaizen practices to provide the participant with a practical application orientation for the pros and cons of each. A practicum approach to applying the knowledge learned to business applications is a part of the applied case study approach of this course.

MBA 706. Mastering Project Management Lab. 1.5 credit.
The lab is an experiential learning simulation for applying the concepts for Mastering Project Management. It uses both simulation and project management software to apply to all knowledge areas as a team executes a project through all five project processes. The lab provides the introduction to the concepts for the lecture/on-line courses reflective learning processes.

MBA 707. Project Management Capstone - PMP Exam Prep. 3 credits.
This course reviews all aspect of project management in the five processes and ten knowledge areas aligned with the PMBOK® Guide for the PMI PMP® & CAPM® Credential exam. The Project Management Professional (PMP®) is the recognized professional certification for Project Managers. It demonstrates knowledge competence in leading, managing and directing projects, programs and portfolios. This is an exam preparation and review course.

MBA 708. Project Management Capstone - PMI ACP Exam Prep. 3 credits.
The PMI Agile Certified Practitioner (PMI-ACP) formally recognizes your knowledge of agile principles and your skill with agile techniques. The PMI-ACP spans many approaches to agile such as Scrum, Kanban, Lean, extreme programming (XP) and test-driven development (TDD). If you work on agile teams or if your organization is adopting agile practices, the PMI-ACP is a good choice for you. This is an exam preparation and review course.

MBA 711. Managerial Finance. 3 credits.
This course focuses on how financial managers can create value for a firm. Techniques addressed include effective employment of capital budgeting and resource allocation techniques, proper computation and use of the cost of capital, and how to deal with capital structure and dividend decisions. P: MBA 701 or equivalent and Statistics.

MBA 712. Advanced Managerial Finance. 3 credits.
An advanced study of the role of financial managers in efficiently employing a firm's capital to create value. Case analysis is used to enhance understanding of the role, responsibilities, and overall goals of the financial manager of a firm. P: MBA 711 or equivalent and Statistics.

MBA 715. Investment Value and Theory. 3 credits.
Study of advanced topics in investments, capital markets, and portfolio theory. Special emphasis on security analysis and valuation, as well as on the theory of efficient markets. P: MBA 711 or equivalent.

Study of advanced topics in accounting. Focus on the analytical and empirical literature in the field of accounting. Course content necessarily changes each semester; therefore, flexibility is provided by the seminar approach. This course is repeatable up to nine credits. P: MBA 701 or equivalent.

MBA 719. Finance Seminar. 0-3 credits.
Study of advanced topics in business finance. Focus on significant developments and meaningful innovations in domestic and international finance theory and practice. Course content necessarily changes each semester; therefore, flexibility is provided by the seminar approach. This course is repeatable up to nine credits. P: MBA 711 or equivalent.

MBA 739. Tax Theory and Business Decisions. 3 credits.
Effects of taxation on business organization, capital structure, policies and operation. Deals with those phases of taxation that are general executive responsibilities. P: MBA 701 or equivalent.

MBA 741. Economic Analysis for Managers. 3 credits.
A study of major micro- and macroeconomic principles, analyses of major economic problems, economic and business data. The course provides an understanding and familiarity with some basic micro and macroeconomics and economic policies that are used in business decision-making. P: Statistics.

MBA 742. Seminar in Applied Managerial Economics. 3 credits.
Analysis of economic information and techniques necessary in business decision-making, including the adaptation of economic concepts, principles, and research methods to the needs of business managers. Explores the relationships among inflation, short term interest rates, long term interest rates, and company value. P: MBA 741 or equivalent and Statistics.

MBA 751. Economic Fluctuations And Forecasting. 3 credits.
Analyzing and forecasting fluctuations in national income, employment, and prices; impact of economic changes on business management; application of economic analysis to the problems of interpreting and forecasting of individual firm, industry, and general business conditions. P: MBA 741 or equivalent.

MBA 753. Applied Behavioral Finance. 3 credits.
The course is an applied behavioral finance course examining the intersection of behavioral finance, financial psychology, and financial planning theory, practice, and research. It reviews the research on behavioral finance and investor psychology, exploring the effects of human emotions and cognitive errors on financial decisions. This course focuses on the application of behavioral finance theory and research to the practice of business, financial planning, and financial therapy to help professionals improve the financial health of their clients.

MBA 754. Introduction to Financial Psychology. 3 credits.
The course is designed to develop knowledge and skills for personal financial planners, business professionals, coaches, counselors, and therapists to help to use with individuals, families, and business owners to help them meet their financial goals. This course is an introductory financial psychology course that examines the intersection between financial planning, financial coaching, and financial therapy.
MBA 755. Personal Financial Psychology. 3 credits.
This course is designed to develop knowledge and skills for financial planners, business professionals, and coaches to give them the knowledge and tools to work more effectively with clients. This is an advanced course surveying topics facilitating the integration of financial psychology into financial planning, financial coaching, and business.

MBA 756. The Psychology of Family Finances. 3 credits.
This course is designed to develop knowledge and skills for financial planners, business professionals, and coaches to help give them the knowledge and tools to work effectively with families and couples around finances. This course focuses on the practical application of financial psychology theory and techniques to help improve client, couple, and family financial health.

MBA 757. Financial Communication and Client Interviewing. 3 credits.
This course is designed to develop knowledge and skills for personal financial planners, business professionals, and coaches to help them improve their client communication and interviewing skills in the area of personal finance. This course focuses on the practical application of advanced communication and interviewing skills.

MBA 759. Seminar in Applied Economics. 1-3 credits. (Same as ECO 759)
Application of economic theory and analysis to selected problems and issues of local, regional, national, and international concern as these relate to business activity and the making of administrative decisions. If you have taken ECO 418, you cannot take this course. P: MBA 741 or equivalent.

MBA 761. Marketing Management. 3 credits.
This course addresses the application of marketing concepts to real-world marketing situations. An emphasis is placed on: segmenting markets and identifying profitable market opportunities, developing comprehensive marketing plans and programs for reaching target customers, and the role of leadership and championing behavior within the firm in order to gain organizational commitment for a proposed marketing program.

MBA 765. Marketing Information for Executives. 3 credits.
This course will introduce you to the survey research process in a global marketing environment. You will learn how to work with a firm to identify and define the market research problem, to design a research study, to gather existing or secondary information to clarify the problem (using the internet or other secondary sources), to design a questionnaire, develop a sampling plan, collect the data, prepare and analyze the data, and finally to interpret and report the findings in light of the original research problem. Examples will also address the unique problems encountered when collecting market information internationally. P: MBA 761 or equivalent and Statistics.

MBA 766. Graduate Internship. 1-3 credits.
This course is intended to provide graduate-level credit for significant program-related practical experience, coupled with a research component that utilizes the context of this practical experience as its primary vehicle of inquiry. Students must work a minimum of 150 hours for the sponsoring employer during the semester. In addition, the student must complete a research project related to this work, which has been planned and carried out under the direction of a graduate faculty supervisor, with the approval and cooperation of the sponsoring employer. The student's internship employment and faculty supervision for the research component must be arranged before registration for the course will be allowed. The course is graded Satisfactory/Unsatisfactory and only 3 hours of internship credit may be used to satisfy graduation requirements. P: IC and approval of the MBA Program Director.

MBA 767. Marketing Dynamics Seminar. 1-3 credits.
Marketing theory is briefly reviewed to provide background for intensive analysis of current and sometimes controversial marketing issues. Course content necessarily changes each semester; therefore, flexibility is provided by the seminar approach. P: MBA 761 or equivalent.

MBA 770. International Business Operations. 3 credits. (Same as BMA 770)
Understanding the development of the international business world and the international business environment. Management of business operations across national boundaries and control of the international flow of money, personnel, information, goods, and services.

MBA 771. Leadership and Organizational Behavior. 3 credits.
This course explores the most important theories and models that explain the influence of leadership on the behaviors and attitudes of individuals, teams, and other groups. The course covers specific leadership skills such as motivating followers, recognizing individual differences, leading groups and teams, exercising power, managing conflict, improving communication, and leading change.

MBA 772. Leadership Insights from Modern Media. 3 credits.
Using a combination of resources (fiction and fact-based films, internet sources, and print) students will glean insightful perspectives on leadership by comparing media descriptions and portrayals to best accepted models and theories of leadership and related activities. P: MBA 771.

MBA 774. Management of Environmental Risk. 3 credits.
This course examines environmental issues relevant to management decision making. Emphasis is on risk analysis related to global/regional and workplace environmental issues. P: BIA 731 or equivalent.

MBA 775. Business Policy and Managerial Action. 3 credits.
This course covers strategic management concepts and practices used by business leaders to enhance the competitive position of their companies. The course will require students to take the role of upper management and use information from all functional areas of business to develop strategic responses to business situations. P: Last semester or last six hours of enrollment in the MBA program.

MBA 776. Business, Ethics and Society. 3 credits.
This course explores the theoretical frameworks and practical approaches that business leaders can take for addressing micro, meso, and macro level ethical and social issues related to business. Specific issues covered can vary, though some global business ethics issues are always explored. Special emphasis is given throughout the course to ways that businesses can be both profitable and a positive force for economic and social justice.

MBA 779. Seminar in Management. 0-9 credits.
Exploration and analysis of selected problems and issues in today's business environment. Course content changes each semester as current and sometimes controversial issues within are discussed. This course is repeatable up to nine credits. P: Prerequisites depend on course content.

MBA 780. The Business of Healthcare. 3 credits.
This survey course will explore critical issues related to the management of health care in a competitive and market-based environment. These issues will include: managing clinical performance, understanding a changing external environment, the foundations of high performance, managing diverse human resources, and healthcare marketing. Students will be asked to apply concepts through real-world cases and projects.
MBA 781. Legal, Ethical, and Societal Considerations in Healthcare Management. 3 credits.
This course explores the theoretical frameworks and practical approaches that healthcare leaders can take for addressing micro, meso, and macro level ethical and social issues related to healthcare management. Specific issues covered can vary, though fundamental issues of business ethics and managerial decision-making are always explored. Special emphasis is given throughout the course to ways that healthcare organizations can be both financially sustainable and a positive force for social justice.

MBA 782. Finance for the Healthcare Manager. 3 credits.
This course focuses on how managers can create value for a healthcare organization through sound financial management practices. Techniques addressed include effective employment of capital budgeting and resource allocation techniques, proper computation and use of the cost of capital, and how to deal with capital structure. Third-party payer considerations are also discussed. P: MBA 701 and Statistics.

MBA 783. Quality and Performance Improvement in Healthcare. 3 credits.
This course introduces students to the customer service and quality improvement paradigms in healthcare management. Topics include planning for service quality, developing a customer service culture, clinical practice methodologies, as well as measuring and improving quality. Students will be asked to apply concepts through real-world cases and projects. P: Statistics.

MBA 791. The Business World: A Campus and Travel Course. 3 credits.
This course is designed to provide a capstone travel experience in which graduate students make on-site visits to a variety of organizations known for their business leadership and innovative practice. The overall aim is to complement a student’s campus-based study of business concepts, processes, activities, and organizations. The course typically includes approximately 15 hours of on-campus study prior to and after the travel portion of the course. The travel portion of the course may involve various destinations. P: Instructor approval; Consent of the MBA Program Director.

MBA 795. Independent Study And Research. 1-3 credits.
Advanced study and research in subjects not ordinarily covered by regularly scheduled courses. P: IC and approval of the MBA Program Director.