

# 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, and leadership;
- Professional classes in cutting-edge business skills taught by leading business practitioners.

## Program learning Goals and student learning outcomes

As guided by our mission and identity statements, the program learning goals (PLGs) and student learning outcomes (SLOs) below are written to reflect our beliefs about the attributes of business leaders who exemplify the Jesuit ideals.

### Creighton-formed business leaders will:

#### PLG 1: Exhibit knowledge essential for business leadership.

SLO 1A: Apply advanced business concepts to make intelligent decisions in a business situation.

SLO 1B: Reflect on and articulate the relationships among personal values, professional obligations, and social responsibilities.

SLO 1C: Articulate a personal leadership philosophy based on personal values and individual strengths.

SLO 1D: Demonstrate effective leadership skills in a team environment.

#### PLG 2: Think critically to aid decision-making.

SLO 2A: Analyze the strategic elements of a comprehensive, multidisciplinary business situation and propose a course of action.

SLO 2B: Utilize software to analyze quantitative data and interpret the results.

#### PLG 3: Communicate professionally.

SLO 3A: Write a professional quality document for a business audience.

SLO 3B: Demonstrate verbal fluency in a business context.

#### PLG 4: Commit to action that demonstrates care for others.

SLO 4A: Analyze a business ethics situation and propose a course of action.

SLO 4B: Demonstrate knowledge of strategies to effectively lead others regardless of race, ethnicity, culture, gender, religion, and sexual orientation.

### 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 110 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.

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/>)
- MBA: Emphasis in Financial Psychology and Behavioral Finance (<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/>)

## Dual Degrees

- MBA/MS-BA Dual Degree (<http://catalog.creighton.edu/graduate/graduate-programs-courses/master-business-administration/mba-ms-ba-dual-degrees/>)
- 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/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/msl-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

- 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/gc-enterprise-risk-management/>)
- Personal Financial Planning (<http://catalog.creighton.edu/graduate/graduate-programs-courses/master-business-administration/gc-personal-financial-planning/>)
- Project Management (<http://catalog.creighton.edu/graduate/graduate-programs-courses/master-business-administration/gc-project-management/>)

## Courses

### 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 703. Accounting for Managers. 3 credits.

This course teaches students both financial and managerial accounting with an emphasis on managerial understanding. The primary focus of this course is understanding the fundamentals of financial and managerial accounting that will help students make good decisions as managers. Topics covered will enhance understanding of the fundamentals of the financial reporting model, cost accounting, and accounting's role in managerial decision making.

### 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 703 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.

### MBA 717. Accounting Seminar: Special Managerial and Financial Accounting Issues. 1-3 credits.

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 720. Introduction to Enterprise Risk Management. 3 credits.**

This course provides a foundational learning of Enterprise Risk Management (ERM) and its components. For every crisis there are companies that successfully prepared for it and remain anonymous. Learning how to encourage a positive outcome, recognizing when to challenge a strategic plan while allowing good business decisions to go forward makes ERM part art and part science. The best chief risk officers help an entity to improve its decision making capabilities.

**MBA 721. Credit and Market Risk Fundamentals. 3 credits.**

This course provides a foundational understanding of credit and market risk by presenting typical asset classes and methods used to manage the balance between risk and return. A risk team needs a high level understanding of various risk silos, and investment risk techniques generally apply to all risks. Learning about asset classes and the risk metrics common to investors, enables recognition of strategic issues and how they are addressed. P. MBA 720.

**MBA 722. Enterprise Risk Management-Leadership and Governance. 3 credits.**

This course explores the systematic process for helping organizations to facilitate and implement an ERM governance model. ERM course knowledge and skills will be used to identify organizational metrics, reporting tools, and governance systems considering an entity's risk appetite, tolerance, and profile. Facilitation of organizational change management and communication will also be covered. A comprehensive ERM governance cycle model, management and implementation plan for the student's organization will be developed as a final project for this course. P. MBA 720 and MBA 721.

**MBA 723. Case Studies in Enterprise Risk Management and Governance. 3 credits.**

This course explores case studies which brings together the perspective and content from other core courses in a capstone-like format. Critical thinking and enterprise perspectives are used to view risk analysis and management techniques through case study applications. The focus of the course will be on the analysis of case studies of organizations preparing, implementing, reporting, and governing through ERM frameworks. Best practices, critical thinking, analysis, and decision-making applications will be explored. A final case paper will be required of students, which includes the preparation of an ERM framework and governance model for an assigned organization. P. MBA 720, 721, 722.

**MBA 724. Crisis Planning and Enterprise Communication Management. 3 credits.**

This course provides students the necessary understanding of crisis communication from an internal and external perspective. Students will gain a comprehensive overview of crisis communication and planning for natural and manmade disasters, and how to handle communication issues in crisis situations. In today's environment, crises can come from many sources, and the need for internal and external communication and coordination across all media is highly complex. The experience offered within this course will provide leaders an education for use within any organization, including the development of an Enterprise Communication Plan (ECM).

**MBA 730. Survey of Business Intelligence and Analytics. 3 credits.**

Business Intelligence (BI) and Data Analytics are at the forefront of modern business management and have become key components in accomplishing strategic and operational goals. This course explores the fundamental sources of BI and surveys the current and emerging landscape of data analytics, while introducing techniques and tools used to transform data into actionable information.

**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 tools 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 759. Seminar in Applied Economics. 1-3 credits. (Same as INR 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 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 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 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 777. Leadership Development. 3 credits.**

The purpose of this class is to prepare students for effective leadership. Building on concepts and theories for MBA 771 and other coursework, this course provides an opportunity to further develop and understanding of effective leadership and their leadership skills. Based on 360-degree feedback, students will identify strengths and specific growth opportunities and develop an action plan to enhance and improve in the identified leadership areas. These areas include communication, conflict management, among others.

**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 784. Change Leadership. 3 credits.**

This course explores change leadership from three trajectories: key models for leading change in organizations found in literature, practical examples of leading change from business executives, and students' own change experiences. Additionally, students will engage a model for understanding one's own leadership style. Students will integrate course content, presenting a personal model for leading change in their own contexts.

**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.