MASTER OF BUSINESS
ADMINISTRATION

TEACHING FACULTY

Allen F. Stembridge, Program Director; Jerry Chi; Fred L. Harder;
Kirsten Harrington; Radames Lizardo; Robert McChesney; Jerome
McGill and Daryl D. Thomas.

DEPARTMENT MISSION STATEMENT

Through its undergraduate and graduate programs the Department of Business Administration prepares students for the challenge of Christian service in for-profit or not-for-profit organizations, recognizing that academic excellence is best pursued through the development of the whole person, and is built on a solid foundation of ethics and cross-cultural respect.

PURPOSE AND OBJECTIVES

The purpose of Southwestern Adventist University’s Master of Business Administration program is to provide an interdisciplinary graduate business education experience for both full-time students and working professionals as a means for enriching their professional capabilities and expanding their career opportunities. The specific aims of the MBA program are as follows.

1. To emphasize the practical application of management theory and research.
2. To provide students with knowledge and skills in areas of teamwork, communication, research, creative thinking, and analysis.
3. To prepare accounting students to qualify as C.P.A’s.
4. To provide quality academic support services and technology, including e-learning.

MBA ADMISSION POLICIES

The University admits both full-time and part-time students.

Admission Requirements

All students must take the GMAT prior to admission.

In order to be regularly admitted to the MBA program, applicants must:

1. Possess a four year baccalaureate degree or equivalent from an accredited institution. The degree need not be a business degree; however, the following undergraduate courses or their equivalents are required:
   - Accounting I
   - Accounting II
   - Micro Economics
   - Marketing
   - Business Finance
   - Principles of Management
   - Business Law
   - Probability and Statistics
2. Submit an MBA application and official transcripts from all previous colleges and universities attended.
3. Have a minimum overall grade-point average of 2.75 on a 4.00 point scale.
4. Have an acceptable combined GMAT (verbal, quantitative, critical reasoning). The test must have been taken within five years of application to the program. (SWAU’s GMAT school code number is 6604).
5. Provide two written recommendations from employers and/or former professors submitted together with the admission application.
6. Meet the English proficiency requirements for admission to the University for foreign applicants. English proficiency may be evidenced by any one of the following criteria:
   a) Have taken all education from at least the ninth grade through the twelfth grade (or equivalent) in a country where English is spoken and is the language and medium of instruction.
   b) Spent four years in, and graduated from, an undergraduate program in a college or university in a country where English is the spoken language and is the medium of instruction.
   c) Achieve a minimum score of 550 on the Test of English as a Foreign Language (TOEFL), or 230 on the computer test. (SWAU’s TOEFL school code is 6671).
   d) Obtain a minimum score of 80 on the Michigan English Language Assessment Battery (MELAB).

Conditional Admittance

If an applicant does not meet the above requirements numbered 3, 4 or 6, they may be conditionally admitted to the program. Students granted conditional admission will be granted regular admission status after completing 12 graduate hours with a minimum GPA 3.00; otherwise, they will not be allowed to continue in the program. Admittance may be granted to:
1. Applicants with an undergraduate cumulative grade-point average below 2.75, GMAT scores below 400, in the judgment of the Graduate Admissions Committee, have the capacity to successfully undertake the MBA program.

2. Applicants who have been unable to score the required TOEFL (550 on the paper based test, or 230 on the computer test) or MELAB (80) score, provided they participate in SWAU’s English as a Second Language Program (ESL).

The ESL program director will administer tests to discover where the MBA applicant’s need the most help and assign classes that will assist them in developing English skills that are necessary to study in the MBA program. The MBA applicant may take these ESL classes as suggested, at the ESL Program Director’s discretion, at the same time as he or she takes MBA classes. Thereafter, if the MBA student maintains a GPA of 3.0, the TOEFL or MELAB score may be waived if both the MBA and ESL directors agree the student has a sufficient mastery of English.

3. Undergraduate business majors of Southwestern Adventist University who: a) are in their final semester of course work needed for graduation, b) are taking less than 10 credit hours to complete their undergraduate degree, and c) have a cumulative GPA of 2.75 or higher.

Option #3 allows students to start the MBA program during their last semester of undergraduate work, by enrolling in a maximum of two MBA courses (thereby giving them a full academic load). If the student does not graduate in accordance with the terms of their senior contract, this option may not be repeated. Classes taken under this option may not count as both BBA and MBA credits. (Students would not be eligible for financial aid for these graduate classes)

**Five Year MBA and BBA (Accounting) Program**

SWAU accounting majors may be provisionally admitted into the MBA program. This option is designed to provide the necessary flexibility to help each student accomplish his/her professional accounting goals. After completing 24 credit hours, the accounting student must satisfy all requirements for regular admission, excluding the completion of a bachelor’s degree. If the student does not satisfy the regular admission requirements, he or she will be reclassified as an undergraduate student.

Conditional admission for the CPA candidates-(i.e. current University’s undergraduate accounting majors) may be offered, on condition that the applicant:

1. Has completed a minimum of 95 undergraduate semester hours, including:
   - Business Law I
   - Business Law II
   - Macroeconomics or Microeconomics
   - Intermediate Accounting I
   - Intermediate Accounting II
   - Applied Math for Business
   - Principles of Management
   - Statistics

2. Has a minimum cumulative grade-point average of 2.75.

3. Submits an MBA application and dual enrollment application.

**Class Schedule.** MBA courses are taught during evenings and weekends. Full-time students may complete all degree requirements in 15 months, a regular academic year and two summers.

**Orientation.** The University Counseling and Testing Center and the MBA teaching staff ensure that MBA students’ orientation and academic advising needs are met. The Counseling and Testing Center offers regular orientation services, including career and personal counseling. Special orientation is provided at the beginning of the fall semester.

**Graduation Requirements.** A student should complete all requirements for the MBA degree within five years after registering for the first time in the program. The University grants the MBA degree to those students fulfilling the following requirements within the established time-frame:

1. **BBA accounting majors.** Complete a minimum of 36 graduate credit hours. Students who received conditional admittance to the MBA program and eventually received regular admittance must complete all BBA requirements. Students will receive both the BBA, with a concentration in accounting, and the MBA.

2. **Maintain** a minimum grade-point average of 3.00 on the minimum 36 credit hours required for the MBA. (CPA candidates transferred to the MBA program as part of the 5-year option, will be required to attain the expected undergraduate GPA for the BBA.

3. **Complete** twelve of the last 15 credits in residence (up to nine credits may be transferred from other institutions).

4. **Complete** BUAD 681 with a minimum grade of “B”.

5. Make application for graduation at least six months before the proposed graduation date.
COURSE REQUIREMENTS

A total of 36 credit hours (12 courses) are required for the MBA degree. These credits are distributed as follows:

Courses
Prescribed .......................................................................................................................... 30
Electives .............................................................................................................................. 6

Required Courses

<table>
<thead>
<tr>
<th>Prerequisites for Required Courses</th>
<th>Required Courses Codes</th>
<th>Required Courses</th>
<th>Hours</th>
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<tbody>
<tr>
<td>ACCT212</td>
<td>ACCT521</td>
<td>Managerial Accounting</td>
<td>3</td>
</tr>
<tr>
<td>BUAD321</td>
<td>BUAD521</td>
<td>Financial Management</td>
<td>3</td>
</tr>
<tr>
<td>MKTG343</td>
<td>BUAD531</td>
<td>Marketing Management</td>
<td>3</td>
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<tr>
<td>BUAD541</td>
<td></td>
<td>Legal &amp; Ethical Values in Management</td>
<td>3</td>
</tr>
<tr>
<td>BUAD561</td>
<td></td>
<td>Management Information Systems</td>
<td>3</td>
</tr>
<tr>
<td>BUAD301</td>
<td>BUAD621</td>
<td>Organizational Theory</td>
<td>3</td>
</tr>
<tr>
<td>BUAD301</td>
<td>BUAD623</td>
<td>Organizational Behavior</td>
<td>3</td>
</tr>
<tr>
<td>MATH241</td>
<td>BUAD631</td>
<td>Quantitative Methods for Business Decisions</td>
<td>3</td>
</tr>
<tr>
<td>Permission</td>
<td>BUAD681 *</td>
<td>Strategic Management</td>
<td>3</td>
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<tr>
<td>ECON211/212</td>
<td>ECON521</td>
<td>Managerial Economics</td>
<td>3</td>
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</tbody>
</table>

* Capstone course: a minimum grade of “B” is required in this course. For additional information, see section entitled capstone course below. Page# 30

Portfolio:
Each M.B.A. student will develop a portfolio that will include examples of the work that they have done. The portfolio needs to include at least one assignment for each of the M.B.A. courses completed by the student as well as examples of any projects, experience, or service rendered in a personal capacity, and not necessarily as part of the M.B.A. program.
Electives (6 credits selected from the following list of courses)

<table>
<thead>
<tr>
<th>Prerequisites for Required Courses</th>
<th>Required Course Codes</th>
<th>Required Course</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACCT212/MATH241</td>
<td>ACCT412</td>
<td>Auditing</td>
<td>3</td>
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<tr>
<td>ACCT316</td>
<td>ACCT415</td>
<td>Advanced Accounting</td>
<td>3</td>
</tr>
<tr>
<td>ACCT212</td>
<td>ACCT417</td>
<td>Accounting Info. Systems</td>
<td>3</td>
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<tr>
<td>ACCT415</td>
<td>ACCT621</td>
<td>Accounting Theory</td>
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<tr>
<td>MKTG343</td>
<td>BUAD443</td>
<td>Marketing Research</td>
<td>3</td>
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<tr>
<td>BUAD301, MKTG343</td>
<td>BUAD451</td>
<td>International Business</td>
<td>3</td>
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<tr>
<td></td>
<td>BUAD452</td>
<td>Cross-Cultural Organizational Communication</td>
<td>3</td>
</tr>
<tr>
<td>BUAD321, ECON211, ECON212</td>
<td>BUAD452</td>
<td>International Finance</td>
<td>3</td>
</tr>
<tr>
<td>BUAD301, MATH241</td>
<td>BUAD466</td>
<td>Production &amp; Operations Management</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>BUAD651</td>
<td>Communication &amp; Interpersonal Relations</td>
<td>3</td>
</tr>
<tr>
<td>BUAD301</td>
<td>BUAD671</td>
<td>Leadership</td>
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<tr>
<td></td>
<td>BUAD676</td>
<td>Topics in Business</td>
<td>3</td>
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</table>
MBA COURSE DESCRIPTIONS

ACCT412  Auditing    4 hours
Prerequisites: Accounting II, Introduction to Probability and Statistics
A study of the theory and professional standards and their application to
financial and compliance auditing and the auditor’s attest function.

ACCT415  Advanced Accounting    3 hours
Prerequisite: Intermediate Accounting II
A study of advanced accounting and financial reporting topics including
business combinations and consolidated financial statements, partnerships
and branches, bankruptcy, multi-national enterprises, and segments.

ACCT417  Accounting Information Systems    3 hours
Prerequisite: Accounting Principles II
A survey and design critique of typical commercial, horizontal, account-
ing software systems. Functional areas include general ledger, receiv-
able, payables, payroll and inventory. Evaluation criteria include data
capture, processing features, internal control, audit trails, and reporting
capabilities.

ACCT521  Managerial Accounting    3 hours
Prerequisite: Accounting Principles II
A study of cost accounting fundamentals with emphasis on accounting as
a managerial tool. Special attention is given to cost-volume-profit rela-
tionships, job-order costing, budgeting, standard costing, capital budget-
ing, costing, capital budgeting, cost behavior patterns, transfer pricing,
and divisional performance measurement. Research tools and resources
relating to these topics are introduced.

ACCT521  Managerial Accounting    3 hours
Prerequisite: Accounting Principles II
A study of cost accounting fundamentals with emphasis on accounting as
a managerial tool. Special attention is given to cost-volume-profit rela-
tionships, job-order costing, budgeting, standard costing, capital budget-
ing, costing, capital budgeting, cost behavior patterns, transfer pricing,
and divisional performance measurement. Research tools and resources
relating to these topics are introduced.

MKTG443  Marketing Research    3 hours
Prerequisite: Principles of Marketing
A study of theories, concepts, and methodology in applying research to
marketing problems. Attention is directed toward the application of sam-
pling, sample design, data analysis of marketing problems, and how find-
ings are used in formulating marketing policies. Offered in alternate years.

BUAD451  International Business    3 hours
Prerequisites: Principles of Management, Principles of Marketing
An analysis of how culture and social values influence management and
marketing practices throughout the world. Problems and perspectives
encountered in operating business across boundaries are considered.
BUAD452 International Finance 3 hours
Prerequisites: Business Finance, Economics
Financial Management and economic theory in the international environment. The impact of regulation taxation, capital and money markets, working capital management, capital budgeting, risk, and exchange rates on decision making are considered. Consideration is also given to the development and application of economic principles within the world economy.

BUAD453 Cross-Cultural Organizational Communication 3 hours
Variables and effects of both verbal and non-verbal communication in international business. Practical applications are made for cultural differences, management expectations and marketing practices.

BUAD466 Production and Operations Management 3 hours
Prerequisites: Principles of Management, Introduction to Probability and Statistics
A study and analysis of the planning, design, direction, and control of physical and human resources used in the production of goods and services. Emphasis is placed on solutions to operational problems in the physical, locational, storage, and general service subsystems. Offered in alternate years.

BUAD521 Financial Management 3 hours
Prerequisite: Business Finance
Management of funds in business, including procurement, utilization and disposition of money. Emphasis on financial decision-making within organizations, and the techniques of financial analysis and forecasting.

BUAD531 Marketing Management 3 hours
Prerequisite: Principles of Marketing
Study of marketing problems encountered by general managers of profit-oriented and not-for-profit organizations. Emphasis on developing a managerial point of view in planning and evaluating marketing decisions of the organization. Topics concerning products and services include price, channel, and promotional variables as well as cost efficiency, demand, regulations, and aspects of strategic marketing.

BUAD541 Legal and Ethical Values in Management 3 hours
The current legal business environment and its managerial implications. Nature and role of values and ethics in the career of a professional manager. Ethical thinking and theory and how organizations shape the values and ethical choices of their members. Legal and ethical values will be explored from a Biblical perspective.

BUAD561 Management Information Systems 3 hours
The elements of information systems: computer equipment and programs, data, procedures, and people. The systems concept: definition, analysis, design, and implementation. Control and management of computer information systems.

BUAD621 Organizational Theory 3 hours
Prerequisite: Principles of Management
Advanced concepts of organizing, structuring, and managing profit-oriented and not-for-profit organizations. Determinants of organizational design and relationships of organizational design and organizational behavior are studied through extensive reading, exploratory research and seminar discussion.

BUAD623 Organizational Behavior 3 hours
Prerequisite: Principles of Management
A study of the understanding, prediction, and control of human behavior within organizations. Topics include motivation, learning, leadership, diversity, communication, interpersonal behavior, group dynamics, decision-making, and change. Students will be exposed to current organizational behavior topics, research techniques, and their related literature.

BUAD631 Quantitative Methods for Business Decisions 3 hours
Prerequisite: Statistics
Study of quantitative tools for the analysis of problems arising in the management of organizations, and the application of these tools in the decision of real business problems. Topics include matrix algebra, systems of linear equations, linear programming, and classical optimization.

BUAD651 Communication & Interpersonal Relations 3 hours
Interdisciplinary approach to communication as related to organizational functioning and interpersonal relations. Areas that contribute to an understanding of the process of communication will be explored, including business administration, behavioral sciences, semantics, and linguistics. Applications to organizational behavior and development will be studied through extensive reading, case analysis, and seminar discussion.

BUAD671 Leadership 3 hours
Prerequisite: Principles of Management
In-depth coverage of the theories and issues related to effective leadership styles in organizations. Emphasis will be given to managing conflict, change and development, power, and politics in organizations. Assessment of leadership within the context of Christian value systems.

BUAD676 Topics in Business 3 hours
A reading and research program designed to respond to the particular professional needs of the student. Topics may be in accounting, economics, marketing, management, or any other business-related area. Oral and written reports and examinations may be required. Permission of the instructor and the MBA director is required. May not be repeated.

BUAD681 Strategic Management 3 hours
Must be taken the last semester in the program or with permission of student’s advisor. A capstone course providing the integration of managerial functional areas. Students are required to develop policy at the general or top-management level and to seek solutions of strategic problems and optimization of organizational resources. Lectures, case analysis, and group projects. An integrative course required of all MBA students. Credit is earned with a minimum grade of B. May be repeated only once.

ECON521 Managerial Economics 3 hours
Prerequisite: Economics
The economics of the individual firm in its decision-making. Forecasting economic conditions using economic indicators and economic models.
CLASS SCHEDULE 2005-2006

See undergraduate bulletin for pre-requisite classes.

Fall 2005

<table>
<thead>
<tr>
<th>Course</th>
<th>Time</th>
<th>Days</th>
<th>Description</th>
<th>Location</th>
<th>Instructor</th>
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</thead>
<tbody>
<tr>
<td>ACCT412</td>
<td>10:30-11:30</td>
<td>MWF</td>
<td>Auditing</td>
<td>EH:9</td>
<td>K. Harrington</td>
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<td>MKTG443</td>
<td>6:00-9:00</td>
<td>W pm</td>
<td>Marketing Research</td>
<td>EH:7</td>
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<td>BUAD451</td>
<td>10:30-11:20</td>
<td>MWF</td>
<td>International Business</td>
<td>EH:7</td>
<td>A. Stembridge</td>
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<td>BUAD452</td>
<td>6:00-9:00</td>
<td>T pm</td>
<td>International Finance</td>
<td>EH:7</td>
<td>R. Lizardo</td>
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<td>BUAD466</td>
<td>9:30-10:20</td>
<td>MWF</td>
<td>Production/Operation Manag.</td>
<td>EH:7</td>
<td>J. Chi</td>
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<td>ACCT521</td>
<td>9:00-12:00</td>
<td>SUN</td>
<td>Managerial Accounting</td>
<td>EH:6</td>
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<td>BUAD541</td>
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<td>M pm</td>
<td>Legal/Ethical Aspects of Business</td>
<td>EH:6</td>
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<td>ECON521</td>
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<td>M pm</td>
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<td>EH:9</td>
<td>F. Harder</td>
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Spring 2006

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<tr>
<td>ACCT415</td>
<td>7:30 - 8:50</td>
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<td>Advanced Accounting</td>
<td>EH:6</td>
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<td>BUAD561</td>
<td>6:00-9:00</td>
<td>R pm</td>
<td>Management Info. Systems</td>
<td>EH:6</td>
<td>T.B.A.</td>
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<td>BUAD623</td>
<td>6:00-9:00</td>
<td>M pm</td>
<td>Organizational Behavior</td>
<td>EH:6</td>
<td>A. Stembridge</td>
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<tr>
<td>BUAD631</td>
<td>6:00-9:00</td>
<td>W pm</td>
<td>Quant. Methods for Business</td>
<td>EH:7</td>
<td>J. Chi</td>
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<tr>
<td>BUAD681</td>
<td>6:00-9:00</td>
<td>T pm</td>
<td>Strategic Management</td>
<td>EH:7</td>
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Summer 2006

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<td>Marketing Management</td>
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<td>MW pm</td>
<td>Financial Management</td>
<td>EH: 7</td>
<td>R. Lizardo</td>
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Note: BUAD621 will begin at the first module (five weeks)
      BUAD531 will begin the second module (five weeks)
      BUAD521 will begin the third module (five weeks)

MBA class of 2004