

# Master of Business Administration

# ***Master of Business Administration (MBA)***

## ***Faculty***

Ken McEwan, D.B.A., Program Director

David Arnott, Ph.D.

Jeffrey Fawcett, D.B.A.

Bradley Lemler, Ph.D.

Daniel Michel, Ph.D.

Evan Wood, Ph.D.

Kevin Vanderground, J.D.

## ***Master of Business Administration Program Description***

### ***Program Distinctives***

The Grace College MBA program encourages the study of business from a distinctly biblical perspective. We believe that as image bearers of God, we are designed to be both creators and cultivators who serve through stewardship of all creation. Among the first instructions in scripture were for man to subdue and have dominion over God's creation (Genesis 1:26, 28) and to work and keep God's garden (Genesis 2:15). These commands are further developed in other scripture passages and remain in effect to this day endowing the practice of business with theological significance.

The Grace College MBA program was intentionally created to be application oriented. Consistent with learning-by-doing, course assignments allow students to use concepts learned in their current employment setting. This allows students to quickly develop an initial proficiency with the concepts being covered in their class. It also allows students to demonstrate the value-added nature of the program.

These program distinctives are reflected in the program purpose statement and goals that follow.

### ***Program Purpose Statement***

Creating an experiential learning environment that inspires students to embrace biblically based ethical character, develop professional competence, and demonstrate active service where they live and work.

### ***Dual Degree Students***

This program is eligible for the dual degree program under the three year traditional undergraduate Reimagine Campaign. The content in this catalog will apply to blended students as well as graduate students. For specific questions and logistics regarding the blended program, please contact the MBA Program Director.

### ***Program Goals***

1. Grace College MBA program graduates will evidence the capacity to understand business from a distinctly biblical perspective and to act consistently with that understanding.
2. Grace College MBA program graduates will evidence mastery of discipline specific concepts.
3. Grace College MBA program graduates will evidence the capacity to use discipline specific concepts in an interdisciplinary manner.

***Schedule***

The program is 24 months in length, with students taking one course at a time during the fall, spring and summer sessions. (There are two 8-week sessions in both the fall and spring semesters, and two 6-week sessions during the summer semester.) New cohorts can begin at the beginning of any semester. Other starts may be possible and can be discussed with the MBA Program Director.

***Delivery Formats***

The MBA is an online program. The MBA Program Director can provide further details about the program.

Information regarding the technology and user-skill requirements for the online MBA program is available on the Office of Information Technology page of the institution's Web site.

## ***MBA Program Admission and Completion Requirements***

### ***Admission Requirements***

1. A completed baccalaureate degree.
2. A minimum undergraduate GPA of 2.75.
3. Submit one personal reference letter.
4. Submit completed MBA Application, official transcripts of all previous academic coursework, current resume, and current photograph.
5. Students who have a baccalaureate degree from outside of the business field will be required to demonstrate a basic level of business knowledge through an online assessment process. Any knowledge areas identified as needing enhancement will require additional online study until proficiency is met. This process should cost the student less than \$120.

To be considered for a given cohort, all application materials must be received three weeks prior to the beginning of the requested start semester.

### ***Admission Requirements (Blended Degree Candidates Only)***

1. A minimum of sixty (60) undergraduate credit hours.
2. A minimum undergraduate GPA of 3.00.
3. A written essay explaining the student's plan for integrating undergraduate and graduate workload, and other responsibilities.
4. Undergraduate Advisor Recommendation.
5. Submit completed MBA Application and official transcripts of all previous academic coursework (taken outside of Grace College).

To be considered for a given fall cohort, all application materials must be received by August 1.

### ***Application Expiration Date***

Applications will expire one year from the date the application was received for admission. If applicants do not enroll in the program within that time period, they will be required to complete a new application.

### ***Additional Information***

Students will be required to pay for a knowledge assessment at the beginning of the program and a second one at the end of the program. The estimated cost for each assessment is \$40.

### ***Degree Requirements***

1. Students will complete 6 courses during each 12 month period, resulting in 12 courses in total.
2. Each course is 3 credit hours, resulting in 36 hours for the program.
3. A maximum of 9 credit hours may be transferred into the program from graduate programs at other institutions. For transfer credit to be granted, the course or courses must be substantially equivalent to a course or courses in the Grace College MBA program.

### ***Degree Completion Policy***

Students enrolled in graduate programs are allowed seven (7) years from the beginning of their coursework to complete all degree requirements. Students may be asked to repeat courses that were taken more than five years prior to completing the program curriculum at the discretion of the M.B.A Director.

### ***Satisfactory Progress Policy***

All students are required to maintain a GPA average of 3.0 (which is a B average) to continue in the MBA program. Students whose cumulative MBA GPA falls below 3.0 will move to a probationary status for one session. If their GPA still remains under a 3.0 average after the probationary session, they will be given the option of either retaking low-GPA courses to improve their overall GPA or of exiting the program.

Dual degree students must also maintain a 3.0 GPA in their undergraduate courses to continue in the program. Dual degree students whose overall undergraduate GPA falls below 3.0 will move to a probationary status for one session. If their undergraduate GPA remains below a 3.0 after the probationary session, they will have to stop taking MBA courses until their overall undergraduate GPA has returned to a 3.0 or higher.

### ***Community Lifestyle Pledge***

Students agree to show respect for the faith commitment that Grace practices and agree to abide by certain of the institution's community guidelines (avoidance of disrespecting others, sexual misconduct, illegal drugs, gambling, coarse or obscene language, tobacco, alcoholic beverages, and such conduct) while on campus or engaged in Grace activities. The student understands that this extends to any advocacy initiatives in which the individual might participate while a Grace student.

### ***Notice of Nondiscrimination***

Grace College and Seminary is a private, not-for-profit, faith-based exempt organization as described in Section 501 (c) 3 of the Internal Revenue code. In compliance with applicable federal and state laws, Grace College and Seminary does not discriminate on the basis of race, color, national origin, age, sex, or disability in its administration of its educational policies, admissions policies, scholarship and loan programs, and athletic and other school-administered programs and activities, or in employment.

The following person has been designated to handle inquiries regarding the Notice of Nondiscrimination:

Carrie Yocum, Title IX Coordinator and VP of Administration and Compliance  
Grace College and Seminary  
McClain 102  
1 Lancer Way  
Winona Lake, IN 46590  
[yocumca@grace.edu](mailto:yocumca@grace.edu)  
574-372-5100 x6491

Inquiries may also be addressed to the U.S. Department of Education's Office for Civil Rights at 400 Maryland Avenue, SW, Washington, DC 20202-1100.

### ***Note about the Catalog***

Each program at the institution maintains a catalog in which basic academic information related to the program's goals, expectations, admission, policies, accreditation, and other pertinent information is

described. This applies to undergraduate, non-traditional (e.g., online, adult degree completion), graduate, and seminary programs.

Grace makes every attempt to provide information that, at the time of publication, most accurately describes the policies, procedures, and requirements of the institution and its individual programs.

The provisions of the academic catalogs are, therefore, to be considered a guide and not to be regarded as a contract between any student and the institution. Course content and institutional policies governing admissions, tuition, and campus life are under constant review and revision.

Grace reserves the right to change any statement contained within the catalog at any time and without prior notice including academic provisions, policies, or requirements (e.g., modifications to classes, fees, personnel, academic policies, and programs) and the right to withdraw or amend the content of any courses described in the catalogs as may be required or desirable by circumstances. Grace will, however, make every attempt to give students reasonable prior notice to changes in policies and other catalog content when possible and rarely implements policy changes during an academic year.

Courses of study for non-traditional, graduate, and seminary programs and check sheets for undergraduate students may undergo revisions; however, these are typically implemented in the fall of the new academic year.

All students are expected to be familiar with the catalog(s) associated with their selected program(s) of study with the understanding that policies and procedures of their selected program(s) may change from year-to-year. The current year's catalog should, in most situations, be considered the catalog applicable to the student.

In some programs, students are asked to acknowledge in writing their receipt of the program's catalog.

Changes to an academic catalog that are necessary following the start of the fall semester will be noted as an addendum to the original catalog.

Archived catalogs are maintained on the institution's Web site.

It is each student's responsibility to schedule regular meetings with his or her academic advisor and to be knowledgeable about institutional requirements, academic regulations, and calendar deadlines specified in the catalogs and academic program publications. Students should read the catalog carefully and consult with an advisor to determine how these policies relate to their individual circumstances.

### **Contact**

For additional information about admission requirements or course enrollment and completion, please contact the School of Professional and Online Education, Grace College, 1 Lancer Way, Winona Lake, IN 46590 (telephone: 888.249.0533) or email [online@grace.edu](mailto:online@grace.edu). For more information, visit: <http://online.grace.edu/>.

## **COURSES**

**First Year Courses:**

- BUS 5100 Business Ethics
- BUS 5110 Managerial Economics
- BUS 5120 Human Resource Management
- BUS 5130 Operations Management
- BUS 5140 Marketing Management
- BUS 5160 Strategic Leadership

**Second Year Courses:**

- BUS 5200 Financial Management
- BUS 5210 International Business
- BUS 5220 Legal Environment of Business
- BUS 5230 Entrepreneurship
- BUS 5240 Business Policy
- BUS 5260 Managerial Statistics

## ***COURSE DESCRIPTIONS***

***BUS 5100 Business Ethics***

Biblical Business. Understanding business from a distinctly biblical perspective. This course provides learners with the opportunity to develop and apply a biblical ethic to business. As they complete this course learners will develop the capacity to understand business from a distinctly biblical perspective and to act on that understanding. Three credit hours.

***BUS 5110 Managerial Economics***

Firms, markets and industries. Understanding a firm's position in the marketplace. This course provides learners with the opportunity to understand particular business organizations and their environments from both an economic and a biblical perspective. As they complete this course learners will develop the capacity to analyze particular business organizations and their environments from both an economic and a biblical perspective and to act on that analysis. Three credit hours.

***BUS 5120 Human Resource Management***

The human element. Attracting, retaining, developing, motivating and directing a firm's human capital. This course provides learners with the opportunity to understand the effective use, development and retention of human capital. Both economic and biblical insights will be utilized in this process. Three credit hours.

***BUS 5130 Operations Management***

Efficiency in producing and delivering goods and services. Using activity based management and lean manufacturing to maximize efficiency.

This course provides learners with the opportunity to develop an understanding of activity based management, lean manufacturing and total quality management. First, learners will develop the capacity to use activity based management to understand processes within organizations. Second, learners will develop the capacity to use lean manufacturing and total quality management to act on that understanding as they manage and improve processes within organizations. Third, learners will consider insights offered by Scripture concerning efficiency, productivity and quality. Three credit hours.

***BUS 5140 Marketing Management***

Understanding and managing demand for goods and services. Using and responding to market research.

This course provides learners with the opportunity to develop an understanding of the demand side of organizations from a marketing perspective and then to act based on that understanding. In pursuit of the related goals of understanding and acting, learner activities are structured around three key concepts: 1) a customer focus is essential, 2) relevant, timely, valid information is essential, and 3) competition based on product differentiation is essential. In the course learners also explore how to evaluate marketing programs and efforts using insights from Scripture. Three credit hours.

***BUS 5160 Strategic Leadership***

This course introduces the key concepts, tools, and principles of strategy formation and competitive analysis. It is concerned with managerial preparation, decisions, and actions that affect the performance of organizations. The course is focused on information, analyses, skills, and the business judgement leaders use to maximize long-term potential in the reality of a changing world. Three credit hours.

***BUS 5200 Financial Management***

Using financial information effectively. Understanding and acting on the information in financial statements and other accounting reports.

This course provides learners with the opportunity to develop and act on an understanding of finance. In pursuit of these goals, learner activities focus on four key concepts: 1) the realized return of external investors is directly related to the realized outcome of internal management decisions and activities, 2) organizations use financial statements to summarize the realized outcomes of management decisions and activities and to communicate that information to investors and other external parties, 3) the financial accounting model depicts how the individual financial statements fit together and allows managers, investors and other interested parties to fully access the information contained in those statements, and 4) risk is inherent in economic activity so the expected return from any activity must sufficiently compensate for assuming the related risk. In the course learners also explore how to evaluate financial information on organizational activities using insights from Scripture. Three credit hours.

***BUS 5210 International Business***

Navigating the international landscape. Factors requiring special attention when firms cross national boundaries.

This course provides learners with the opportunity to develop an understanding of the international landscape. Acting on that understanding, learners then develop the capacity to formulate plans that allow businesses to effectively navigate the international landscape. The international landscape will be viewed from trade, productivity, monetary and biblical perspectives. Three credit hours.

***BUS 5220 Legal Environment of Business***

Responding to government policy. Understanding and functioning effectively in complex, dynamic environments.

This course provides learners with the opportunity to develop an understanding of the legal environment within which businesses function. Acting on that understanding, learners then develop the capacity to formulate plans that allow businesses to function effectively within that environment. The legal environment will be viewed from planning, compliance, efficiency and equity perspectives. The legal environment will be evaluated using a biblical perspective. Three credit hours.



***BUS 5230 Entrepreneurship***

Entrepreneurship, innovation and growth. Understanding the importance of entrepreneurs and innovation in creating economic growth.

This course provides learners with the opportunity to develop an understanding of entrepreneurship, focusing on its visionary, creative and risk-taking dimensions. On the visionary dimension, learners will understand that products, services and processes must first be imagined before they can be created. On the creative dimension, learners will understand that the vision of a product, service or process must be brought to reality. On the risk-taking dimension, learners will understand that bringing a product, service or process to reality is an uncertain, risky proposition, with no guarantee of technical or financial success. From the perspective of Scripture, learners will consider how the entrepreneurial capacity present in humans evidences their creation in image of the ultimate Creator. Three credit hours.

***BUS 5240 Business Policy***

Strategic planning. Identifying and sustaining comparative advantage over the long run in a dynamic environment.

This course provides learners with the opportunity to understand organizations from a comparative advantage based strategic perspective. Consistent with that understanding learners develop the capacity to formulate and implement strategies that capitalize on and further develop an organization's comparative advantage. This process of capitalizing on and further developing an organization's comparative advantage will be evaluated using the concept of stewardship found in Scripture. Three credit hours.

***BUS 5260 Managerial Statistics***

Students will apply statistical and quantitative approaches to solving business problems. Coverage includes probability, descriptive statistics, normal distributions and Z-scores, histograms, correlations and regression. Three credit hours.