

BUSINESS ADMINISTRATION

St. Kate's is one of the few universities with an MBA dedicated to empowering women to advance as leaders and thrive in the business world.

Students will be able to:

- Experience a collaborative learning environment that emphasizes collaboration over competition
- Learn from faculty that are industry experts with extensive real-world experience
- Immediately integrate new tools and ideas into their current work
- Gain the skills and experiences needed to advance their careers and become forward-thinking leaders

Mission:

The St. Catherine University MBA program educates women to advance as leaders and thrive in the business world.

Master's

- Master of Business Administration (<http://catalog.stkate.edu/graduate/business-professional-studies/business-administration/mba/>)

MBA 6000 Management Essentials – 3 credits

Advanced Management Essentials prepares students for the rigorous work they will encounter in future MBA course work. This interdisciplinary course serves as a method of leveling for all students to ensure they have a solid understanding of essential business principles in preparation for graduate-level MBA coursework. Students will complete online business learning modules and assess their knowledge of a topic before and after the learning module is completed. Topics for the business modules include: management, marketing, economics, global studies, business law, ethics, accounting, finance, information systems, and statistics. Simultaneous to assessing and developing their knowledge in these subject areas, students will build their skills in library research, APA writing and citations, presenting, and case study analysis.

Prerequisite: Admission to the MBA program.

MBA 6100 Personal and Team Leadership – 3 credits

Business leaders across industries are charged with leading themselves and others in complex and dynamic work environments. This course allows students to understand and develop personal and team leadership skills to prepare them for roles of increasing visibility and responsibility. Through thorough self-assessment and reflection, students will gain a deeper understanding of their own personal leadership style and values. They will then explore how their individual leadership styles are expressed through their leadership of teams in a professional environment. Students will analyze and experience the challenges and opportunities with leading and managing team members with diverse perspectives and experiences. The exploration of personal and team leadership sets the foundation for continued leadership development throughout the MBA program and beyond.

MBA 6150 Managing Innovative Talent and Teams – 1 credit

Managing people and organizations is complex in today's diverse world. To be successful, managers require innovative strategies and skills that address systemic change. This course provides students with insights, frameworks and tools for recruiting, hiring, developing, promoting, and retaining talent in ways that reduce bias and increase inclusivity. The course also examines the role organizational leaders play in establishing inclusive talent management systems. Students will engage in an online simulation exercise designed to uncover ways implicit biases perpetuate pay gaps for women and underrepresented groups. Students will also use critical thinking skills to develop an inclusive talent management plan, which works to improve the way organizations manage talent at the systems level.

MBA 6202 Financial Accounting for Managers – 2 credits

Financial Accounting is concerned with preparing and sharing financial statements designed to reflect the organizations' performance and financial condition. The timely, relevant, and reliable information of the Financial Statements helps facilitate decision-making by investors, creditors, financial institutions, and other interested parties. Managers, executives, and leaders all need to be able to analyze and think critically about their organization's financial performance. This course provides a base level of knowledge needed by managers and organizational leaders to understand and discuss company financial statements and financial performance to support good decision making. This course will familiarize students with the basic principles and practices of financial accounting by studying the concepts that underlie the financial statements. The course begins with an overview of the balance sheet, income statement, and statement of cash flows. The course then examines the most common and significant transactions related to revenue and expense recognition, cash, accounts receivable, inventory, long-term assets, liabilities, and equity.

MBA 6250 Accounting for Managers – 3 credits

This course introduces students to core financial and managerial accounting concepts. Students will learn how to apply these concepts in modern organizations. The course explores best practices and emerging trends in accounting with a focus on the types of financial decisions managers and executives make on the job. The examination of topics and cases includes: financial statement identification, cost-volume-profit, product pricing, profitability, constraint management, breakeven analysis, budgeting, cost structures, controls and ethics.

Prerequisite: Admission to MBA program.

MBA 6300 Managerial Accounting for Decision Making – 3 credits

The purpose of this course is to apply accounting concepts to management decision-making to improve organizational performance. Students will learn how to apply accounting concepts to make effective business decisions and address business problems. The concepts covered include budget forecasting and control, cost volume profit analysis, break-even analysis, incremental analysis, the cash budget, and planning for capital investments.

Prerequisite with concurrency: MBA 6202.

MBA 6400 Strategic Marketing-Building Value and Brand – 3 credits

This course focuses on trends in marketing today that require marketing professionals and leaders to focus not only on designing and marketing products but also on the impact of products on consumers, consumption, waste streams and the resource capacity of the planet to support current rates of resource use. Within a framework of sustainable marketing, students will examine marketing theory, concepts, processes, and communications channels used to build customer value, to achieve a competitive advantage and to accomplish mission driven objectives through the lenses of innovation and global justice. Students will understand core strategic marketing principles and how the marketing function has become central in a technology driven global business environment.

MBA 6410 Creative Strategy and Process – 3 credits

In IMC campaigns, the creative strategy lays the foundation for effective messaging, while the creative brief is the roadmap for the journey. In this course, students will examine the frameworks, theories and practices used to manage the campaign development process. Students will analyze qualitative data to unlock the psychology of consumer motivation. Students will write creative briefs, which are used to motivate external agencies and internal stakeholders to do their best work. Ultimately, students will evaluate creative to assure its alignment with a brand's positioning and to enhance its impact in today's cluttered marketing environment.

Prerequisite: Admission to MBA Program.

MBA 6500 Healthcare Systems and Policy – 3 credits

This course introduces and examines the main features of the U.S. health care system. It explores the complex relationships among consumers, providers, and payers. Topics include delivery systems (e.g. hospital-based care, primary care clinics, home care, retail clinics, and long-term care settings), reimbursement systems (e.g. Medicare, Medicaid, private insurance, managed care organizations), and drug and medical device companies. The course pays close attention to the incentives facing the main players in U.S. health care. While developing an understanding of the U.S. health care system, students will learn to apply basic economic reasoning to analyze important health policy issues in the United States.

MBA 6600 Quantitative Methods for Decision Making – 3 credits

This course provides students with the skills needed to gather, analyze, interpret and understand the limitations of the data required to effectively inform business decision making. Topics include how and when to do a variety of data collection techniques such as surveys and focus-groups. Particular attention is paid to the ethical implication of collecting and using data in business settings. Analytical tools dealing with the cross sectional and time series data are presented. Interpretation of data from secondary and primary sources using analytical tools such as parametric techniques, confidence intervals, hypotheses testing and regression analysis will be emphasized. Potential limitations and how to best deal with those limitations is also discussed. Standard spreadsheet and statistical analysis software will be used extensively in this course to analyze large data sets that a typical firm may encounter in making key business decisions.

Prerequisite: Admission to the MBA Program.

MBA 6683 Directed Study – 3 credits**MBA 6700 Strategic Innovation – 3 credits**

This course focuses on innovation and its connection to overall business strategy. Specific attention will be given to product and service innovation and building a culture that supports and encourages strategic innovation. Decision-making criteria surrounding innovation best practices will be discussed and applied. The course emphasizes the interrelated processes of innovation, creativity and product and service development by deeply understanding unmet needs in the marketplace and anticipating trends that impact the direction of innovation. Students will examine conditions that foster innovation, and understand why they are important to the organization's long-term relationship with consumers, the environment, and local and global communities.

Prerequisite: Admission to the MBA Program.

MBA 6710 Healthcare Innovation – 3 credits

Students in this course will examine how healthcare leaders provide high quality care to patients while managing the financial viability of their organization. The course will present theories and practices of delivering quality health care in an effective and efficient manner within dynamic and complex systems. Quality management philosophies will be reviewed and analyzed through casework and presentations by healthcare leaders. Students will evaluate the critical linkage between ongoing operational process improvements and innovation in a healthcare setting. The course will present frameworks for identifying and improving healthcare process weaknesses while also building a foundation of innovation within the organization. Students will master techniques to help them lead change and create work cultures committed to quality, safety, and profitability.

MBA 6720 Digital Strategy and Storytelling – 3 credits

Stories are powerful – they involve people viscerally and intellectually, bonding people to the topic, forcing people to empathize with the actors, and compelling people to act. Stories engage our audience and build brands. In this course, students will evaluate communication technologies, transmedia campaigns, and consumer interaction in brand storytelling. By taking a stakeholder perspective, students will synchronize these branding elements (logo, packaging, name etc.) across customer touchpoints and through a variety of media to build, transform and manage brands.

MBA 6800 Strategic Integrated Marketing Communications – 3 credits

Students will learn and apply the strategic concepts of integrated marketing communications as a process for managing communication between an organization and its stakeholders. Students will understand the impact of marketing communications on key stakeholders including consumers, vendors, partners and others. Students will use marketing research, segmentation, branding, and positioning to create effective communication strategies in a variety of situations across multiple media.

MBA 6810 Healthcare Quality – 3 credits

This course focuses on concepts, tools, strategies, and applications for measuring, improving, and incentivizing quality in healthcare. Key topics covered include: measurement of quality (including clinical quality metrics, patient experience metrics, population health metrics, and the pros and cons of current methods for measuring quality and their effects on patient care – considering critical analysis of the often-assumed relationships among improving quality, reducing costs, and increasing revenue); concepts and methods for quality improvement (including Plan-Do-Study-Act, quality teams and improvement projects, error and waste reduction, lean thinking, the Institute of Medicine's quality attributes, systems thinking, quality-related diagrams and charts, and population health management); and incorporation of quality metrics into payment systems (including the use of quality metrics in Medicare payment to Accountable Care Organizations and Part C and D Star Ratings).

MBA 6850 Digital Strategy and Planning – 3 credits

Successful digital strategies involve three fundamental components: Truly branded content, channel choice and placement, and a detailed metrics plan in order to gauge performance for continuous improvement. In this course, students will develop a comprehensive digital marketing plan inclusive of target audience analysis, content strategy, recommendations on media channels and performance metrics recommendations.

MBA 6900 Behavioral Economics and Decision Making – 3 credits

This course examines the managerial decisions within the framework of economic theories. Use of fundamental economic concepts in business decisions by entrepreneurs, managers, owners and employees is explored. Case studies will be used to apply economic principles and concepts to understand the structure of the firm, constraint optimization, and business strategy for enterprises operating in global context. Using the text and supplemental readings, the course will utilize a variety of topics and theories to increase students' overall understanding of the economics discipline.

Prerequisite: Admission to MBA Program.

MBA 6910 Healthcare Economics and Finance – 3 credits

Students will use economic theories to analyze the issues facing healthcare managers within different branches of the health care industry, including provider, payer, medical devices, and pharmaceutical. An analysis of the economic factors affecting management decisions in these industries will lead to ethical and efficient decisions in a dynamic environment. Students will evaluate economic incentives of healthcare reform policies being adopted at the state and national level and compare the U.S. healthcare policies and economic incentives to those in other countries.

MBA 7050 Design Thinking for Innovation – 1 credit

Organizations that integrate design-thinking principles into their corporate strategies perform better in the marketplace. Companies such as Apple, Airbnb, and Nike use human-centered approaches, which create breakthrough ideas and drive business performance. This course challenges students to reframe their thinking and develop a mindset that puts users at the center of problem solving. Students will learn the 5-phase design thinking framework – empathize, define, ideate, prototype, test – to iterate innovative solutions that put users first. In the process, students begin to challenge the typical business assumptions, which often focus on operational constraints, in favor of a new way of thinking which unleashes creativity and innovation in the context of a real-world organizational project.

MBA 7100 Operational Excellence – 3 credits

This course focuses on the operations of the organization, which include the functions involved in the development, conversion, production, and delivery of materials, products, and services to the customer, consumer, or end-user. The course facilitates the acquisition of fundamental elements of operations management and the methodologies applied in driving operational excellence. It emphasizes the importance of alignment, integration, quality, efficiency, and integrity in operations, involving the optimization of information, processes, people, technology, and other resources. The course reinforces the critical role of operations in driving customer and stakeholder satisfaction, and the overall financial health and/or profitability of the enterprise. Mastery of key frameworks and concepts within real-business scenarios will be developed through case studies.

MBA 7120 Social Intelligence – 3 credits

Social organizations harness powerful tools for stakeholder engagement. In this course students will create meaningful content in social spaces that energizes stakeholders, compels action, and magnifies brand loyalty by analyzing web user experience, website analytics, and online advertising campaigns. Examining digital communication technologies learners will create a digital campaign using owned, earned, and paid techniques and evaluate their reach and ROI.

MBA 7130 Insights Driven Branding – 3 credits

Strong brands and the equity they create drive lasting business performance for organizations. As control over brand meaning has shifted to the consumer, organizations have experienced increased pressure to build and manage their brands as a way to maintain a competitive advantage and ensure long-term success. This course focuses on the theory behind the creation and maintenance of high-performing brands and the skills managers need to excel on the job. Students will learn the role consumers play in the development of modern brands and explore the concept of brand value and how to measure it. Through case analysis, discussions and project work, students will develop a deep understanding of how to create and manage a brand over time.

Prerequisite: Admission to the MBA program.

MBA 7150 Operations and Supply Chain Management – 3 credits

This course provides an understanding of how a company's resources (human and financial) work in concert to create value and gain a competitive advantage for companies. This course examines operations strategy related to a company's organizational structure and its resource acquisition and deployment in delivering its products and services. The course introduces a conceptual framework linking how a firm manages its supply and how well that supply matches the marketplace demand for the firm's offering. Topics include inventory management, resource planning, capacity planning, sourcing, supply chains and logistics.

MBA 7200 Corporate Finance-Funding Innovation and Creating Value – 3 credits

Students in this course will explore financial issues confronting managers of today's global firms. The course will focus on the unique international financial environments and associated risks that confront global firms, and will explore the strategies managers use for dealing with these environments and risks. Learners will monitor current events in international financial markets through various web sites and the financial press. Students will demonstrate skills of analyzing the international financial environment and the role of the currency market in domestic and international business.

Prerequisite: Admission to MBA Program.

MBA 7300 Healthcare Informatics – 3 credits

This course identifies the frameworks for and foundations of information systems in healthcare. Students will evaluate effective applications of evolving information technology in healthcare to improve patient care and organizational performance. The use of databases and other analytical tools to structure, analyze and present information related to complex organizational problems will be examined. Approaches to identifying operational and strategic information needs and management and decision tools will be explored. Legal and ethical issues in information management and access will be evaluated in the context of data integrity and patient rights.

MBA 7350 Customer Insights and Strategy – 2 credits

This course takes a cultural and anthropological approach to uncover consumers' motivations and better understand how they think, feel, and select brands. Students will practice ethnographic research and customer immersion techniques on a client-based consumer insights project with a local business or national brand. Students will learn about qualitative research techniques, collect and analyze data, and distinguish the difference between data and the behavioral insights that drive consumer purchase decisions. Students will also learn how to translate their findings into a compelling evidence-based story culminating in a set of recommendations for senior leadership audiences.

MBA 7400 Project Management – 3 credits

This course has two primary focuses: (1) leading and conceptualizing effective projects, and (2) understanding how to leverage information and technology to be a more productive leader in the workplace. Students will also explore the transformational (or disruptive) nature of information technology projects on an organization. Using cases, students will apply their project management skills and knowledge in a team format. These projects will integrate a focus on systems and technology from a leadership perspective including stakeholder communication and engagement, project scope, schedule, risk, and benefit analysis.

MBA 7500 Managing People and Organizations – 3 credits

Managing people and organizations is complex in today's diverse world. To be successful, managers require specific strategies and skills. This course examines and compares various strategies for successful management within organizations. Topics include: the manager's influence and challenges regarding organizational behavior, individual and cultural norms, motivating others, managing conflict, communication, decision making, and problem solving. Additional attention will be given to issues of power, influence, and politics within organizations and how managers can develop a plan to achieve cultural synergy, corporate responsibility, and social justice within organizations.

MBA 7600 Global Business Management – 3 credits

This course focuses on trends in the international marketplace and their implications for organizational management and strategy. Among these trends is the emergence of women in positions of leadership throughout the world, and the emergence of fast-growing economies that have benefited from increased world trade in recent years. The course will demonstrate how globalization has created new opportunities as well as competitive pressures and pitfalls that challenge business managers as they attempt to participate in world markets. Students will learn how to analyze and assess the relative appeal of various foreign markets for the products and services they offer. They will also see from case studies examples of best practices in entering markets and marketing successfully abroad. The course will also show the increasing role of governments, even non-state players, in the global business arena. Related to that, the important role of the global money system will also be studied. The importance of management focus on environmental concerns globally will be highlighted, along with ethical concerns. Students will also learn how the global business environment is reflected increasingly in local communities such as our own. Above all, today's globally-oriented managers must see themselves, and show in their actions wherever they go, that they can solve problems, create value for the many stakeholders they serve, and in so doing, make this a better world.

MBA 7660 Business Intelligence – 3 credits

Students will learn and apply descriptive, predictive, and prescriptive data analysis. Students will learn the skills needed to gather, analyze, and interpret data for informing effective business decision making. Additional emphasis will be placed on comprehending the limitations of data and evaluating the ethical implications involved in gathering, analyzing, and interpreting data. Analytical topics covered include data mining, data visualization, spreadsheet models and optimization models, simulations, and decision analysis. Statistical analysis software will be used extensively in this course for analyzing and displaying data that a typical firm may encounter in making key business decisions.

MBA 8100 Business Strategy – 3 credits

This course focuses on understanding how organizations can create and sustain a competitive advantage in a dynamic marketplace. Competitive, socio-political and macro-economic forces are analyzed to define an organization's strategic position. Through the lens of setting sustainable strategic roadmaps, learners will examine strategy theory, concepts, analytical frameworks, and case-based examples of organizations that have developed relevant competitive strategies. The course will provide a solid link between theory and actual deployment within organizations today. Mastery of key frameworks, concepts, and application within real business scenarios will be developed through the case-based approach.

MBA 8200 Strategic Management Capstone – 3 credits

Working in teams, students will collaborate with a community organization to engage in an interdisciplinary consulting project. Students will apply key business concepts and leverage the capabilities and skills developed throughout the MBA program for the benefit of the client organization. Students will document and confirm the project scope, prepare a project charter, and develop a reasonable workplan. They will regularly engage members of the client organization in managing all aspects of the project timelines, milestones, and deliverables. Each team will complete all agreed-upon deliverables in accordance with their specific project scope with an end goal of developing and delivering sustainable, innovative solutions and recommendations.

Prerequisite: Students must have at least 30 credits or departmental permission before registering for this course.