

**SCHOOL OF BUSINESS AND ECONOMICS**

DAVID L. MCKENNA HALL  
 206.281.2753  
 DJWYSOM@SPU.EDU  
 WWW.SPU.EDU/DEPTS/SBE

## Business Administration (M.B.A.)

The M.B.A. program at Seattle Pacific University is a general management degree that provides students with the skills and knowledge necessary to excel in today's complex and changing business environment. The M.B.A. program enhances the past academic work and professional experience of students, preparing them for higher levels of responsibility. It is intended primarily for the working professional who has achieved a meaningful level of career success following the baccalaureate degree. He or she now recognizes the need to develop and expand knowledge and expertise in the management area to become more effective in current responsibilities or to open opportunities for new responsibilities.

Seattle Pacific's School of Business and Economics is committed to providing an applied, experiential and collaborative learning environment in which business and Christian faith, ethics, and character are integrated. The objectives of the program are to develop students' abilities to do the following:

- Provide values-based leadership from a general-management perspective.
- Think and act strategically under conditions of rapid change and uncertainty.
- Effectively manage organizations through developing people and integrating business processes with information technology.
- Apply in-depth knowledge in one of the following areas: management of business processes, human resources management, finance, information systems management, or e-business.
- Communicate effectively, work in teams, use information technology, and self-assess personal abilities, strengths, and weaknesses.

**ADMISSION**

In addition to general University requirements for admission, applicants must submit a three- to four-page personal essay and a current résumé. Evidence of substantive work experience (a minimum of one full year; more preferred) is a significant factor in the admission decision process. Scores above 460 (20 verbal; 24 quantitative; 3.5 analytical writing) on the GMAT are preferred. A TOEFL score of more than 565 for the paper-based test or 225 for the computer-based test (or equivalent TOEIC scores) is preferred for international (ESL) applicants.

**PRE-QUALIFIED STUDENTS**

Qualified individuals may take up to three pre-M.B.A. core courses if they have an undergraduate degree (as evidenced by an official transcript from an accredited institution); a minimum cumulative undergraduate grade point average (GPA) of 3.0; and a minimum of one year full-time work experience (as evidenced by a current résumé). Pre-qualified students may not take advanced or elective courses. If they wish to continue in a graduate program after taking three core courses, they must apply for admission. Pre-qualified status does not guarantee full admission at a later date.

**APPLICATION DEADLINES**

SPU's School of Business and Economics admits students for all four academic quarters. The application for admission, application fee, and personal statement (essay) must be received by the dates listed below. Recommendation letters, transcripts, and test scores must all arrive before an admission decision can be made.

**Advanced Courses (30 credits)**

Quarter/Starting Month	Application Deadline
Autumn/September	August 1
Winter/January	November 1

Spring/March	February 1
Summer/June	May 1

**Application Deadlines for International Students**

Quarter/Starting Month	Application Deadline
Autumn/September	June 1
Winter/January	September 1
Spring/March	December 1
Summer/June	(Not open to international students)

**CONTACT**

Admission into the M.B.A. program at Seattle Pacific University is administered by the School of Business and Economics. All correspondence and admission materials should be directed to the associate graduate director. Questions or requests for an admission application may be directed to the associate graduate director at 206.281.2753, faxed to 206.281.2733, emailed to [mba@spu.edu](mailto:mba@spu.edu) or requested over the Web at [www.spu.edu/sbe](http://www.spu.edu/sbe).

**PROGRAM CURRICULUM**

The M.B.A. curriculum consists of nine pre-M.B.A. foundations courses, 10 advanced courses, and five elective courses. By selecting specific sets of elective courses the degree may be tailored to meet individual needs. Current emphasis areas include e-business, management, finance, human resource management, and information systems management. All M.B.A. courses are 3 quarter credits. A minimum of 36 credits (12 courses) must be completed at SPU.

**Pre-M.B.A. Foundations Core Courses (27 credits)**

Skills in word processing, spreadsheets, and databases are expected upon entry into the program.

BUS 6110 Macroeconomics for Managers (3)  
 BUS 6120 Managerial Finance (3)  
 BUS 6130 Financial Accounting (3)  
 BUS 6132 Managerial Accounting (3)  
 BUS 6140 Legal Environment of Business (3)  
 BUS 6150 Managerial Marketing (3)  
 BUS 6164 Operations Management (3)  
 BUS 6170 Information Systems Management (3)  
 BUS 6171 Quantitative Methods (3)

**Advanced Courses (30 credits)**

BUS 6201 Christian Values, Ethics, and the Marketplace (3)  
 BUS 6202 Business Ethics: Issues and Moral Leadership (3)  
 BUS 6210 Managerial Economics (3)  
 BUS 6220 Financial Analysis (3)  
 BUS 6250 Marketing Analysis (3)  
 BUS 6260 Managerial Communication (3)  
 BUS 6263 Designing Organizations (3)  
 BUS 6266 Leadership in Organizations (3)  
 BUS 6280 Global Political Economics (3)  
 BUS 6299 Strategic Policy and Planning (3)

**Elective Courses (15 credits)**

BUS 6300 Human Resource Management (3)  
 BUS 6301 Labor and Employee Relations (3)  
 BUS 6302 Performance Management (3)  
 BUS 6303 Compensation and Benefits (3)  
 BUS 6305 Managing Cultural Diversity (3)  
 BUS 6320 Investments and Portfolio (3)  
 BUS 6321 Futures, Options, and Risk Management (3)  
 BUS 6322 Advanced Problems in Corporate Finance (3)  
 BUS 6323 International Finance (3)

BUS 6360 Organizational Development (3)  
 BUS 6361 Advanced Negotiations (3)  
 BUS 6365 The High-Technology Enterprise (3)  
 BUS 6367 Project Management (3)  
 BUS 6381 Pacific Rim Enterprise (3)  
 BUS 6382 European Enterprise  
 BUS 6390 Entrepreneurial Management (3)  
 BUS 6916 Managerial Issues Seminar (3)  
 BUS 6939 Management Consulting Practicum (3)  
 BUS 6969 Practice of Business (3)  
 ISM 6212 Information Modeling and Database Management (3)  
 ISM 6313 E-Business Models and Strategy (3)  
 ISM 6245 Networks and E-business Infrastructure (3)

Other information systems management courses may also be selected as M.B.A. electives. (See “Master of Science in Information Systems Management” courses.)

### **PRE-M.B.A. CORE COURSE WAIVER POLICY**

The nine pre-M.B.A. foundations core courses account for 27 of the 72 quarter credit hours in the complete program. They generally are prerequisite to other core or advanced courses and cover what is generally referred to as the “common body of knowledge” relating to business education. Many students have covered some or all of this subject matter in an undergraduate program. If so, it is possible to waive core courses on the following basis:

Waivers are granted for prior coursework if the content is equivalent, the bachelor’s degree was earned within seven years (or ongoing work experience assures currency), and the course grade was at least B. (Note: The information systems management course should have been taken within three years of admission. If it is more than three years old, a competency test must be taken to waive the course.)

If the bachelor’s degree is more than seven years old (and work experience does not assure ongoing currency), or the grade was less than B but not less than C+, then students may take a competency test to waive the course. Students presenting evidence of professional certification/licensure (e.g., CLU, CPA, CMA, CFP) by a recognized accrediting body may be granted waivers for M.B.A. core courses where the content of the professional certification examination corresponds to course content and adequate continuing education activity to maintain currency is demonstrated. Such waivers may be granted without requiring past academic coursework. Competency tests may be required if currency or content equivalency is not readily obvious.

Waivers are not granted for continuing professional education courses per se, or for certificates of completion offered through corporate, industry, trade, or other continuing education providers (including colleges and universities). Waivers based on such professional development activity depend on adequate verification of content and upon demonstrated mastery and currency through competency testing.

Competency tests must be completed within the year following the student’s date of admission to the program. If the competency examination is successfully completed, the applicable M.B.A. course will be waived. If not, the student must take the M.B.A. course or successfully complete a credit-by-examination test for which a fee is charged.

### **TRANSFERRING ADVANCED OR ELECTIVE COURSES**

The 10 advanced and five elective courses total 45 quarter credit hours, (30 advanced and 15 elective). These courses may not be waived and transfer credit from other institutions will be given only for graduate level courses covering the same body of knowledge. Students may transfer a maximum of three courses (9 credits) from other institutions with the approval of the School of Business and Economics director of graduate studies.

### **ADVISING FOR COURSE SELECTION**

To progress through the M.B.A. program in the most efficient manner, it is recommended that students

complete the required pre-M.B.A. foundations core and advanced courses in the following order. As a general rule students should try to complete the courses in each set before beginning the next set. Students should verify that they meet course prerequisites with the associate graduate director. Care should be taken when planning for elective courses, because many of these may only be offered once each year and a few are offered only every other year. M.B.A. students may take information systems management courses as M.B.A. electives.

#### **Set One**

BUS 6201\* Christian Values, Ethics, and the Marketplace (3)  
 BUS 6202\* Business Ethics: Issues and Moral Leadership (3)  
 BUS 6110 Macroeconomics for Management (3)  
 BUS 6140 Legal Environment of Business (3)  
 BUS 6171 Quantitative Methods (3)  
 BUS 6260 Managerial Communication (3)  
 BUS 6266 Leadership in Organizations (3)

#### **Set Two**

BUS 6130 Financial Accounting (3)  
 BUS 6132\*\* Managerial Accounting (3)  
 BUS 6120\*\* Managerial Finance (3)  
 BUS 6150 Managerial Marketing (3)  
 BUS 6164 Operations Management (3)  
 BUS 6170 Information Systems Management (3)

#### **Set Three**

BUS 6210 Managerial Economics (3)  
 BUS 6263 Designing Organizations (3)  
 BUS 6280 Global Political Economics (3)

#### **Set Four**

BUS 6220 Financial Analysis (3)  
 BUS 6250 Marketing Analysis (3)  
 BUS 6299 Strategic Policy and Planning (3)

*\*BUS 6201 and BUS 6202 must be completed as two of the first five courses taken in the M.B.A. program; 6201 should precede 6202.*

*\*\*BUS 6132 should precede BUS 6120.*

**Note:** *Certain courses are scheduled to provide a logical progression through the subject matter. One such sequence starts with Financial Accounting during Autumn Quarter and ends with Managerial Finance in Spring Quarter.*

### **COURSE DESCRIPTIONS**

BUS 6110 Macroeconomics for Managers (3)

Registration approval: Coordinator.

Analyzes aggregate demand, national income, employment and price level, and describes fiscal and monetary policy. Particular emphasis is given to the application of macroeconomic theory to the analysis and forecasting of economic trends and cycles, business condition analysis and strategic planning in the firm. Examines current economic conditions. Class open to graduate students.

BUS 6120 Managerial Finance (3)

Registration approval: Coordinator.

Prerequisites: BUS 6132.

Develops a working knowledge of basic corporate financial concepts and tools, organized around four key functional areas of the financial manager: valuation decisions, financial planning, asset structure decisions and ownership structure decisions. Class open to graduate students.

BUS 6130 Financial Accounting (3)

Registration approval: Coordinator.

Covers the principles, concepts and procedures underlying the preparation and interpretation of financial statements. Class open to graduate students.

**BUS 6132 Managerial Accounting (3)**

Registration approval: Coordinator.

Prerequisite: BUS 6130.

Completes certain financial accounting topics not covered in BUS 6130 and introduces the principles of managerial accounting. Describes the development and use of accounting for management planning, control and decision making. Class open to graduate students.

**BUS 6140 Legal Environment of Business (3)**

Registration approval: Coordinator.

Studies the legal environment in which businesses operate. Includes topics such as corporate law, partnership law, agency law, federal regulation of business (e.g., anti-trust and consumer protection), and business torts and crimes. Class open to graduate students.

**BUS 6150 Managerial Marketing (3)**

Registration approval: Coordinator.

Explores the role of marketing in the economy and examines marketing concepts and their application in domestic, global marketing and e-business contexts. Students apply learning to cases and by preparing marketing plans. Class open to graduate students.

**BUS 6164 Operations Management (3)**

Registration approval: Coordinator.

Presents a systems-based orientation to production/operations processes and process improvement. Uses an application approach to developing understanding, analysis, and revision of operations activities. Applies project management and other analytical tools relevant to production/operations processes. Class open to graduate students.

**BUS 6170 Information Systems Management (3)**

Registration approval: Coordinator.

Introduces the basic framework and key concepts of information systems. Primary focus is on the strategies and programs needed to manage information as a strategic resource. Explores management and effects of information technology and the Internet on business in an environment of technological and organizational change. Reviews information technology skills needed by managers. Course equivalent: ISM 6211. Class open to graduate students.

**BUS 6171 Quantitative Methods (3)**

Registration approval: Coordinator.

Examines the basic tools and concepts of descriptive statistics and statistical inference including probability distributions, confidence intervals, hypothesis testing, and analysis of variance. Students will work with microcomputers to solve applied problems. Class open to graduate students.

**BUS 6201 Christian Values, Ethics and the Marketplace (3)**

Registration approval: Coordinator.

Surveys basic biblical and Christian concepts of morality with application to issues of the business community. Analyzes the elements of moral development and ethical decision making and their application to representative moral dilemmas. Must be completed as one of the first five courses in the program. Class open to graduate students.

**BUS 6202 Business Ethics: Current Issues and Moral Leadership (3)**

Registration approval: Coordinator.

Prerequisite: BUS 6201.

Covers ethical reasoning as it applies to business situations. Specific topics include corporate social responsibility, affirmative action, dispute resolution, consumer protection, employee rights, advertising ethics, and economic justice and issues arising from the use of information technology. Must be completed as one of the first five courses in the program. Class open to graduate students.

**BUS 6210 Managerial Economics (3)**

Registration approval: Coordinator.

Prerequisites: BUS 6110, 6171.

Integrates and applies principles of economics and statistics that are important to managerial decision making and policy planning. Topics include demand and cost analysis, profit maximization and production decisions, industry structures and competitive behavior, pricing strategies, and government intervention in the marketplace and the effects of information technology. Employs marginal analysis and regression analysis. Class open to graduate students.

**BUS 6220 Financial Analysis (3)**

Registration approval: Coordinator.

Prerequisite: BUS 6120.

Provides experience in applying concepts and tools of financial analysis to evaluate financial performance and value investment opportunities. Class open to graduate students.

**BUS 6250 Marketing Analysis (3)**

Registration approval: Coordinator.

Prerequisites: BUS 6120, 6150, 6210, 6260.

Provides experience in strategic marketing decision making and application of tools for evaluating market opportunities and marketing performance. Addresses various marketing contexts, including e-businesses and the use of information technology in marketing. Class open to graduate students.

**BUS 6260 Managerial Communication (3)**

Registration approval: Coordinator.

Considers the theoretical base from which to approach the effective structuring, transmission and reception of various forms of messages within the context of a complex organization. Applies basic communication theory, interpersonal dynamics, small group processes, communication networks, technology, and both oral and written forms of message transmission to various communication situations. Must be completed as one of the first six courses in the program. Class open to graduate students.

**BUS 6263 Designing Organizations (3)**

Registration approval: Coordinator.

Prerequisites: BUS 6170 or ISM 6211, 6266.

Examines organizational theories and relevant research as the basis for effective design of organizations, especially knowledge intensive organizations that depend on the development and deployment of intellectual resources. Explores the effectiveness of organizational structures and processes and the effects of information technology on organization design. Class open to graduate students.

**BUS 6266 Leadership in Organizations (3)**

Registration approval: Coordinator.

Introduces theory and research directed at the problems of understanding, predicting and influencing individual and group behavior in the context of a diverse workforce. Covers effectiveness in leading and stewarding the human capital in organizations. Includes topics such as leadership, motivation and behavioral change, decision making, strategic vision, group dynamics, team building, communication processes, power, conflict and stress management. Integrates self-assessment of leadership skills. Class open to graduate students.

**BUS 6280 Global Political Economics (3)**

Registration approval: Coordinator.

Prerequisite: BUS 6110.

Considers international economic relations, comparative national systems and global economy, with focus upon perspectives especially useful to management strategy in international business. Includes topics such as international trade and finance, major types of national political economies, multinational corporate structures and strategies, development processes and implications for business practices. Addresses the implications of the Internet on international business. Class open to graduate students.

**BUS 6299 Strategic Policy and Planning (3)**

Registration approval: Coordinator.

Prerequisites: BUS 6202, 6220, 6250, 6263, 6280.

Develops students ability to think strategically. Gives experience in analyzing and solving complex strategic business issues, including the effects of information technology on business models and technology transfer. Blends functional and strategic management, and introduces students to the best new thinking in strategy. Integrates previous M.B.A. learning, and instills a broadened perspective. Class open to graduate students.

**BUS 6300 Human Resource Management (3)**

Registration approval: Coordinator.

Introduces students to principles of effective management of human capital in organizations. Examines theory, research and practice in the areas of strategic human resource planning, job analysis, recruiting and selection, training and development, performance management, compensation and benefits, as well as government regulation relating to these practices. This course is taught from a general management perspective. Class open to graduate students.

**BUS 6301 Labor and Employee Relations (3)**

Registration approval: Coordinator.

Prerequisite: BUS 6300.

Survey course designed to help students understand American Labor history, why employees join labor unions, the basics of collective bargaining, media relations, grievance handling, unfair labor practices, and negotiating techniques and strategies. Class open to graduate students.

**BUS 6302 Performance Management (3)**

Registration approval: Coordinator.

Addresses ways to improve employee performance through the development and implementation of strategic performance management systems. Covers the various kinds of systems used by organizations to evaluate and reward employee performance appraisal. Topics include goal setting, coaching, giving feedback and employee discipline. Class open to graduate students.

**BUS 6303 Compensation and Benefits (3)**

Registration approval: Coordinator.

Prerequisite: BUS 6300. Overview of employee compensation and benefit plans. Includes insurance and retirement plans, profit-sharing, pay administration, pay-base determination, market surveys, comparable worth and pay incentives. Class open to graduate students.

**BUS 6305 Managing Cultural Diversity (3)**

Registration approval: Coordinator.

Builds awareness and appreciation of cultural diversity in the workforce. Examines strategies for encouraging, accommodating and utilizing diversity as a competitive advantage domestically and globally. Introduces a model of change processes and applies it to diversity issues. Class open to graduate students.

**BUS 6320 Investments and Portfolio Management (3)**

Registration approval: SBE coordinator.

Prerequisite: BUS 6120.

Studies securities markets and the processes of risk analysis, valuing securities, selecting investments, and portfolio construction and management. Class open to graduate.

**BUS 6321 Futures, Options and Risk Management (3)**

Registration approval: SBE coordinator.

Prerequisite: BUS 6320.

Studies futures and options markets, pricing, and their use in asset allocation, hedging and risk management. Class open to graduate students.

**BUS 6322 Advanced Problems in Finance (3)**

Registration approval: SBE coordinator.

Prerequisite: BUS 6220.

Studies various corporate finance problems through projects and case studies. Class open to graduate students.

**BUS 6323 International Finance (3)**

Registration approval: SBE coordinator.

Prerequisites: BUS 6120 and 6280.

Studies the principles of finance in the international context, including the monetary system, financing of international trade, balance of payments, exchange rates and exchange risk, foreign security markets, international sources of capital, and analysis of foreign investments. Class open to graduate students.

**BUS 6360 Organizational Development (3)**

Registration approval: Coordinator.

Prerequisite: BUS 6263.

Examines principles and methods in organization development. Encourages a systems-based approach to organizational change and problem solving. Uses an action research model emphasizing a collaborative process of diagnosis, action planning, intervention and evaluation. Class open to graduate students.

**BUS 6361 Advanced Negotiations (3)**

Registration approval: Coordinator.

Study of principled negotiating skills with the goal of preparing managers to participate constructively in organizational politics, to develop personal values and to influence others in ways consistent with Christian ethics. SBE Mgt/IB Dept. Class open to graduate students.

**BUS 6365 The High Technology Enterprise (3)**

Registration approval: Coordinator.

Addresses the administrative and strategic issues specific to high-tech companies. Class open to graduate students.

**BUS 6367 Project Management (3)**

Registration approval: Coordinator.

Prerequisite: BUS 6164.

Management (evaluating, planning and scheduling) of complex projects. Topics include leadership of project teams, work breakdowns, planning models (PERT/CPM) and project management software, resource management, time-cost trade-offs, and managing project crises. Students will work in teams to develop a complete project plan. Class open to graduate students.

**BUS 6381 Pacific Rim Enterprise (3)**

Registration approval: Coordinator.

Prerequisites: BUS 6280.

Study of trading relations among Pacific Rim countries. Class open to graduate students.

**BUS 6382 European Enterprise (3)**

Registration approval: Coordinator.

Prerequisite: BUS 6280.

Study of trading relations among European nations. Class open to graduate students.

**BUS 6390 Entrepreneurial Management (3)**

Registration approval: Coordinator.

Prerequisites: BUS 6120, 6150.

Examines the characteristics of the entrepreneurial personality and the processes for the development of new ventures including e-business and technology-based ventures. Students prepare business plans and interact with entrepreneurs. Class open to graduate students.

**BUS 6900 Independent Study (1-6)**

Registration approval: Independent Study Agreement.

Provides the opportunity to study a topic of special interest under faculty supervision. May be repeated for credit up to 15 credits. Class open to graduate students.

**BUS 6916 Managerial Issues Seminar (1-6)**

Registration approval: Coordinator.

Discusses variable topics related to the effective management of organizations. May be repeated for credit up to 6 credits. Class open to graduate students.

**BUS 6939 Management Consulting Practicum (1-6)**

Registration approval: Coordinator.

Presents an application of academic scholarship to a "real life" enterprise case. May be repeated for credit up to 6 credits. Class open to graduate students.

**BUS 6969 Practice of Business (1-6)**

Registration approval: Coordinator.

Prerequisites: BUS 6220, 6250, 6263.

Allows students to apply the tools and concepts learned in other disciplines to a major strategic project of his or her own design such as a new business venture, an acquisition, a corporate reorganization or similar undertaking. A proposal/learning contract, signed by the student and sponsoring faculty member, must be

approved by the graduate program director. May be repeated for credit up to 6 credits. Class open to graduate students.

## Information Systems Management (M.S.)

We live in a society that is increasingly dependent upon the exchange of information and information services. More and more organizations recognize that their information resources are high-value assets of strategic significance and they rely upon rapid access and evaluation of accurate information for their survival.

The application of information technology and information systems is changing not only the way organizations do business but also organizational structures. Competition and cooperation in our global, networked, and dynamic environment has created a need for people who can work together in teams and apply information technology and information systems to meet organizations' information requirements.

This program serves managers who want to know how to apply information technology and information systems to solve important problems in organizations. It also serves systems analysts and designers with computer science backgrounds who need to understand the broader role of information systems in organizations. The program prepares a student to integrate information systems and business processes as a project manager, an information manager, and, ultimately, as a CIO.

Seattle Pacific University's School of Business and Economics is committed to providing an applied, experiential, and collaborative learning environment in which information systems and Christian faith, ethics, and character are integrated. A team-centered educational approach provides students with opportunities for extensive group work and group interaction. Hands-on application of information technology is emphasized. The objectives of the information systems management (ISM) program are to develop students' ability to do the following:

- Provide values-based leadership in the planning, development, and management of information systems.
- Effectively integrate information systems with business strategies, processes, and decision making.
- Evaluate the effects of information systems on organizations and personnel, and assist in managing the resultant transitions.
- Communicate effectively, work in teams, and self-assess personal abilities, strengths and weaknesses.

### **ADMISSION**

In addition to general University requirements for admission, applicants must submit a three- to four-page personal essay and a current résumé. Evidence of a minimum of one full year of work experience is a significant factor in the admission decision process. GRE scores above 525 quantitative and 450 verbal minimum are preferred or GMAT scores above 460. A TOEFL score of more than 565 for the paper-based test or 225 for the computer-based test (or equivalent TOEIC scores) is preferred for international ESL applicants.

### **PRE-QUALIFIED STUDENTS**

Qualified individuals may take up to two background courses if they have an undergraduate degree (as evidenced by an official transcript from an accredited institution); a minimum cumulative undergraduate GPA of 3.0; and a minimum of one year full-time work experience (as evidenced by a current résumé). Pre-qualified students may not take advanced or elective courses. If they wish to continue in a graduate program, they must apply for admission. Pre-qualified status does not guarantee full admission at a later date.

### **APPLICATION DEADLINES**

The School of Business and Economics admits students for all four academic quarters. The application for admission, application fee, and personal statement (essay) must be received by the dates listed below.