

# School of Business

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# Master of Business Administration

## Faculty

**Dean:**..... Larry D. Strand, Ed.D.

**Associate Professors:** .....Buckles, Canning, Passwater,  
..... Rundle, Strand, Woodward

**Assistant Professor:** ..... Bourgeois

## Mission & Learning Outcomes

The Biola University Master of Business Administration degree program prepares followers of Jesus Christ to be successful change agents in the marketplace. It is designed for those who already have experience in management, but desire to increase their understanding of the modern enterprise. The program emphasizes training in innovation and prepares students to be agents of needed change in today's organizations, while caring, as God cares, for the people affected.

The faculty of the School of Business combine an integrated Biblical worldview with scholarly research, academic rigor, real-world experience, and teaching excellence. Each is engaged in the ministry of preparing men and women to be good and faithful servants in the organizations to which God has called them. This preparation includes training them to be creative and capable business people, able to innovate for the future, along with a Godly concern for people.

## Distinctives

The MBA degree is designed for those individuals who understand that putting Christ first will make them better business people, and that the accomplishment of this requires high levels of faith, knowledge and integrity. The program attracts individuals who are seeking a rigorous program of study in the full range of business topics necessary for a complete understanding of the modern organization. In every course, the business topics are integrated with each other and with Scripture, so that those who participate can correctly and confidently become change management leaders within their organizations.

Further distinctives of the program are:

1. To truly integrate the teachings of Scripture throughout the curriculum, Biola University, and the MBA program, accepts students who are committed followers of the Lord Jesus Christ.
2. Fully 25 percent of the core courses for the MBA degree qualify as Bible courses and are taught or co-taught by Talbot School of Theology faculty.

3. The MBA program provides a mentoring opportunity for every student. Mentors are committed and growing Christians who also are successful business people.
4. Every course provides a strong link between theory and practice. Most courses are taught by Ph.D.'s in the field of study, who have successfully published, and have substantial business or consulting experience. In addition, many courses will include a successful business person in the area of study, who will serve as an additional resource faculty.
5. Students will have the opportunity to develop meaningful personal relationships with Ph.D. faculty, additional resource faculty, mentors, and peers which will lead to a wide range of personal growth outcomes, including:
  - Foundational knowledge of current business contexts and issues.
  - Ability to link theory with practice.
  - Ability to integrate Christian thought within the context of the management and innovation process.
  - Possession of Christian attitudes conducive to the development of professional excellence and witness to the business community.
  - Commitment to lifelong learning and professional growth.
  - Ability to work collaboratively with individuals at varying levels in the organization.
  - Ability to creatively solve problems (individually and in team settings) as contextual needs change within the organization.
6. A non-traditional course schedule of evening and Saturday courses provides flexibility for busy professional students.

## Admission Requirements

Applications must be submitted through the Graduate Admissions Office. Students must 1) hold a baccalaureate degree from a regionally accredited institution, 2) submit GMAT scores and official transcripts from all undergraduate schools attended, 3) have management experience, 4) submit references (Pastoral, Character/Academic, Employer), 5) provide a personal statement, 6) provide an organizational chart reflecting your current position, and 7) have a personal interview with the Dean. Admission is competitive and based upon a committee review of each applicant's undergraduate grade point average, GMAT score, and personal /

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professional background. The School of Business utilizes a formula for an index score:  $GMAT + [200 \times \text{undergraduate GPA}] = \text{index}$ .

**Note:** The program is designed for the fully employed professional. A typical course load is 6 units per trimester, which does not allow international students (who must have a minimum of 9 units) to be admitted to the program.

Official documents presented for admission or evaluation become part of the student's academic file and normally cannot be returned or copied for distribution.

### TRANSFER OF CREDITS

Students transferring from a regionally accredited graduate program may transfer a maximum of six (6) units. The courses transferred must be equivalent, have direct applicability to the student's program, and be approved by the program director. Only courses with a grade of "B" (3.0) or higher will be considered for transfer toward the MBA degree. Units considered for transfer must have been taken within five years prior to the date of admission.

### Graduation Requirements

The Master of Business Administration degree program has six distinct elements:

1. Prerequisite coursework, required for those without a business undergraduate degree (up to 15 units).
2. A common core of graduate courses (21 units).
3. A concentration of required theology courses (6 units).
4. An integrative business ethics course (3 units).
5. Approved MBA electives (6 units).
6. Participation in the MBA Mentor Program.

A minimum of 36 units of graduate coursework is required for the Master of Business Administration degree. A student must maintain a minimum 3.0 GPA to graduate. Students without a business undergraduate degree will require additional units (to a maximum of 15 units). A student taking all 15 units of leveling would have a total of 51 units in their program.

A minimum of 30 graduate units must be completed in the Master of Business Administration program at Biola University.

### MASTER OF BUSINESS ADMINISTRATION (36 UNITS)

Thirty-six (36) units of graduate courses are required for all MBA degrees in the School of Business, which include the 6 graduate units of theology and the 3 graduate units of business ethics: MBAD 601, 604, 605, 607, 608, 609, 613, 630, 635, 640 (3/3 units), 675; TTTH 511 and 613.

### PREREQUISITE COURSES

The 15 units of leveling courses can be required for students without an undergraduate degree in business: 501, 503, 505, 506, 516, and 520.

### Calendar

The program utilizes three 14-week trimesters.

### Courses (MBAD)

- MBAD 501 Management Principles for Productivity.....3**  
A study of management methods, emphasizing practical solutions to real-world problems. Students will learn to communicate effectively through the study of presentation concepts, including the use of computer presentation technology and the visual display of information. The last portion of the course will explore views of power acquisition and use from sociological, psychological, and managerial perspectives, placing these in submission to the authority of Scripture. The course concludes with each student creating a personal power acquisition and use policy which is presented to an evaluation panel.
- MBAD 503 Using Technology for Organizational Decisions.....2**  
Students will use common business computer tools to analyze numerous quantitative business problems from various functional areas, stressing logical deduction and interpretation in their solutions. Students will explore Biblical considerations in decision making.
- MBAD 505 Statistical Research Skills for Business.....1**  
Students will examine methods for solving organizational problems using numerical data. Consideration is taken for the proper use of statistical research methods, with an understanding that people—God's greatest concern—can be greatly affected by decisions made on the basis of such quantitative analysis.
- MBAD 506 Marketing from the Management Perspective.....3**  
Students learn to manage the marketing process in the context of the firm's strategies and objectives. Topics include marketing organizational structures, analyzing marketing opportunities, selecting target markets, developing marketing strategies, planning marketing programs, and implementing and controlling the marketing effort. Throughout the course students will reflect on Biblical and ethical issues in marketing.

and how they potentially affect the marketing management process.

**MBAD 516 Accounting & Finance for Decision Makers .....3**

The objective of this course is to provide students with an opportunity to understand the complex accounting and financial data they will receive as operating managers. In particular, students will learn how to use the data as an effective management tool for coordinating managerial and organizational activities. Financial accounting, managerial accounting, and financial management are covered with consideration of international, economic, and legal issues. Students also consider the nature of numerical analysis as a description of reality, giving rise to ethical and other Biblical issues of interpretation.

**MBAD 520 Business & Government in the Global Marketplace.....3**

Introduces the core concepts of economics within a broader study of the global business environment. Topics include the fundamentals of international trade and finance, the role and responsibilities of multinational corporations, and the cultural and political forces that are helping shape today's global marketplace..

**MBAD 601 Intensive: Group Dynamics .....1**

This intensive course consists of a Thursday through Sunday weekend session which is used to initiate the program. Students will learn the importance of highly-productive teams in the modern innovative organization, and will experience how to build a productive team. This will be done through simulations, role-playing and brief case studies. The learning that takes place here will be used and amplified in the students' future coursework. Another very important part of the weekend is the introduction of the MBA Mentor Program, along with the outstanding individuals who have been selected, and have chosen, to serve as mentors. The capstone of the weekend will be a worship and praise service. Fee: \$100.

**MBAD 604 Organizational Financial Policy .....3**

This course emphasizes the analysis of current and future practices and issues in the area of organizational finance through case studies and seminar presentations. Topics include short-term financing including venture funding, management of short-term assets and liabilities, capital structure, capital budgeting, the cost of capital, investment decisions, mergers and acquisitions, and international finance. Students will also learn to consider the affect of financial policy, on various stakeholders of the organization, from a Biblical perspective.

**MBAD 605 Advanced Financial Management & Control .....3**

This course examines the means for achieving control while exploring improvement alternatives. Topics such as financial

statement analysis, budgeting, tax issues, restructuring, re-engineering, and current topics in financial management are discussed. Learning focuses on the methods used by managers to guide employee actions in ways that are both financially and Biblically appropriate.

**MBAD 607 Intensive: Global Issues.....1**

This course is designed to familiarize students with recent developments in the global business community. There will be presentations from faculty and mentors on first hand experience in their professions in many parts of the globe. A specific focus will be on the opportunities for "business with a mission."

**MBAD 608 Marketing Strategy .....3**

This course is designed to provide students with an analytical framework to conduct (1) marketing planning and strategy, (2) market definition and measurement, and (3) the management and control of marketing programs. The primary objectives of this course are two-fold: (1) provide an environment where each student can develop the necessary professional skills for a successful career in marketing management; and (2) encourage analytic and strategic thinking about marketing programs.

**MBAD 609 New Techniques for Productivity in Operations .....2-3**

The study of processes and tools involved in the operating core of all organizations, whether product or service, for-profit or not-for-profit. Students will make extensive use of computerized statistical and mathematical tools to examine and solve operations problems. Newer trends in operations will be explored, including the use of Internet based solutions, work teams, quality philosophies, Just-In-Time Inventory systems, etc. Appropriate and innovative use of techniques will be emphasized, within the Biblical principles of agape love and servant-hood in the operations management process.

**MBAD 613 Biblical Management & Ethics.....3**

Within the context of Scripture, philosophical and ethical principles are identified, discussed, and applied to business problems and situations including the organization's obligation to the individual and to society, and the individual's responsibility to the organization.

**MBAD 630 Entrepreneurial Management I.....3**

Focuses on the techniques used to create and evaluate new concepts and new business opportunities. Students study the process of feasibility analysis of business ventures from the time of the generation of the concept through critical concept analysis, opportunity screening and pre-feasibility analysis, to the development of the written study. Students prepare a feasibility study as a term project and may use this study as the initial step in writing the Business Plan required in MBAD 635. Students will be integrating biblical values in the creation of an entrepreneurial enterprise.

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**MBAD 635 Entrepreneurial Management II.....2**

This course is considered the conclusion of MBAD 630. Students continue to research and refine their feasibility study and write a business plan to launch their venture. The Crowell School of Business will provide expert resources to critique and assist in the completion of a plan that is soon to be ready for evaluation by the market place. The goal is to prepare students for starting and running successful or emerging enterprises. Students will examine their own strengths and weaknesses to discover in what ways God has called them to be entrepreneurs. Prerequisites: 630 and 506 or equivalent..

**MBAD 640 Current & Advanced Topics in Entrepreneurial Studies .....3**

Elective course in such topics as business as missions, electronic commerce, negotiation & conflict management for the change agent, practical leadership theory, and strategic hiring (how to hire and keep the best partners). May be repeated once with different topic.

**MBAD 650 Directed Study ..... 1-3**

In-depth investigation of a topic under the guidance of the faculty. Topic selection and course enrollment by program director's approval only.

**MBAD 675 Strategy & Entrepreneurial Project Management .....3**

This course focuses on the requirements for sustaining competitive advantage through the entrepreneurial effort, both within existing businesses and where a new organizational entity is required. For this course, the innovative effort will be a project. Students will discover that all projects benefit from strategic thinking as they explore traditional versus radical forms of innovation and learn to consider the economic, legal, financial, human resource, and operational implications of project management. The role of change due to innovation in project management will be explored, as students explore the Biblical implications for both change agents and those organizational stakeholders who are impacted by the change.

