This program is offered by the George Herbert Walker School of Business and Technology. It is available online both asynchronous and synchronous (Live Virtual) modalities and at the St. Louis main campus and at select U.S. and international campuses. Please see the Campus Locations and Offerings section of this catalog for a list of campuses where this program is offered.

## **Program Description**

The successful organization has a deliberate strategy for maximizing the value it creates. This strategy is effectively communicated to all participants in the business. The internal stakeholders understand their role in implementing the organization's vision and all processes are developed to achieve it. The Walker School of Business & Technology's MBA is developed with this organizational purpose in mind. Its aim is to teach students the business competencies needed to develop and implement value creating ideas and solutions while building the personal skills necessary to achieve their professional aspirations.

## Learning Outcomes

This purpose is made clear in the following program learning outcomes:

- Students can analyze a business and identify and evaluate opportunities for value creation.
- Students can apply the core business competencies necessary to increase organizational value.
- Students demonstrate the personal effectiveness competencies necessary to achieve their professional goals and to contribute to the accomplishment of the organization's objectives.

To achieve these outcomes, the Walker School MBA focuses on the role each business process plays in creating value and the **Business Competencies** necessary for students to achieve organizational objectives. The curriculum complements these with **Personal Effectiveness Competencies** necessary for students to accomplish their personal and professional goals. Both sets of competencies are practiced throughout the curriculum in an innovative delivery method that combines online learning with weekly, two-hour application and discussion sessions, either faceto-face or online.

## **Business Competencies**

- Identify and value opportunities for value creation
  - Value creation
  - Strategy
  - Market analysis
  - · Pro forma analysis
  - Capital budgeting
  - Quantitative analysis
- Develop an implementation plan
  - Project management
  - · Distribution and pricing
  - Product and promotion
  - Customer relations
- Manage business processes
  - Supply chain and logistics
  - Process analysis
  - · Leadership
  - Developing and managing teams
  - Developing and managing workers

- Provide decision support
  - Information infrastructure
  - Database management
  - Data analytics
  - Managerial accounting

#### **Personal Effectiveness Competencies**

- Effective communication
- Collaborative work
- · Efficient organization of work
- Independent learning
- Creative problem solving
- Systematic thinking
- Analytical decision making
- Probabilistic thinking
- Spreadsheet analysis

The MBA is accredited by the Accreditation Council for Business Schools and Programs (ACBSP).

## **General Requirements**

The MBA degree-seeking student should consult the Admission, Enrollment and Academic Policies sections of this catalog for policies regarding application, admission, registration and the academic policies of Webster University. Academic policies or exceptions to policies applicable to MBA students are noted under their respective general academic policies.

## Curriculum TJ ET EMC /P <</MCID 124>ih1rt

## Walker Joint MBA Program

Students who have completed an ACBSP accredited undergraduate program at Webster within the past 10 years may waive 6 credit hours of electives, reducing the number of required courses to 30 credit hours. The degree can then be completed in as little as one calendar year.

## Areas of Emphasis

Requirements for an area of emphasis in the MBA program include the MBA required coursework (33 credit hours) and additional course requirements as identified below for each individual area of emphasis. If BUSN 5000 has been waived, the required hours are reduced by 3 credits and the BUSN 5000 course does not require a substitution.

#### Areas of emphasis for the MBA degree are:

- Analytics\*
- Corporate Communications
- Corporate Finance
- Cybersecurity Operations
- Digital Marketing Management
- Enterprise Resource Planning
- Health Administration
- Information Technology Management
- International Business
- Marketing
- Project Management

Not all areas of emphasis are offered at every Webster University location. The student should consult individual campuses to verify the areas of emphasis offered.

## MBA with an Emphasis in Analytics\*

This emphasis is available at St. Louis main campus and at the San Antonio campus.

\*STEM program

## 42 Credit Hours

The MBA with an emphasis in analytics must include the following courses:

- BUSN 6160 Integrated Business Process and ERP (3 hours)
- BUSN 5760 Applied Business Statistics (3 hours)
  CSBU 5320 Data Analytic Foundations for Business
- Analytics (3 hours)CSDA 5310 Data Visualization (3 hours)
- CSBU 5420 Machine Learning for Business Analytics (3 hours)

\*BUSN 6160 may substitute for MBA 5500 and CSBU 5420 may substitute for MBA 5920.

# MBA with an Emphasis in Corporate Communications

#### 42 to 45 Credit Hours

The MBA with an emphasis in corporate communications must include the following courses:

- PBRL 5322 Public Relations\* (3 hours)
- MEDC 5300 Strategic Communications\* (3 hours)
- PBRL 5323 Organizational Communications\* (3 hours)
- PBRL 5465 Crisis Management Communications\* (3 hours)

\*The MEDC 5000 prerequisite will be waived for the MBA emphasis in corporate communications.

## MBA with an Emphasis in Corporate Finance

#### 39 to 45 Credit Hours

The MBA with an emphasis in corporate finance must include the following courses:

- FINC 5000 Finance\* (3 hours) (prerequisites: BUSN 5760 and BUSN 5600)
- FINC 5100 Financial Modeling (3 hours)
- FINC 5810 Capital Budgeting and Corporate Investment (3 hours)
- FINC 5880 Advanced Corporate Finance (3 hours)
- FINC 5890 Financial Statement Analysis (3 hours)
- FINC 6100 Corporate Finance Emphasis Exit Exam (0 hours)

\*FINC 5000 and FINC 5810 may substitute for MBA 5200. FINC 5000 and BUSN 5760 may substitute for MBA 5020.

#### See also:

• Finance (MS)

## MBA with an Emphasis in Cybersecurity Operations

#### 42 to 45 Credit Hours

The MBA with an emphasis in cybersecurity must include the following courses:

- CSSS 5000 Introduction to Cybersecurity (3 hours)
- CSSS 5120 Cybersecurity Infrastructures (3 hours)
- CSSS 5210 Cybersecurity Law and Policy (3 hours)
- CSSS 5220 Cybersecurity Threat Detection (3 hours)

See also:

• Cybersecurity Operations (MS)

## MBA with an Emphasis in Digital Marketing Management

#### 42 to 45 Credit Hours

The MBA with an emphasis in digital marketing management must include the following courses:

- MRKT 5740 Management of Digital Marketing (3 hours)
- MRKT 5895 Marketing Analytics (3 hours)
- MRKT 5750 Management of Social Media (3 hours)
- MRKT 5790 Digital Marketing Strategy (3 hours)

See also:

- Marketing (MS)
- Digital Marketing Management (Certificate)

## MBA with an Emphasis in Enterprise Resource Planning

#### 39 to 42 Credit Hours

The MBA with an emphasis in enterprise resource planning must include the following courses:

- BUSN 6160 Integrated Business Processes and ERP (3 hours)
- BUSN 6180 Configuration of ERP Systems (3 hours)

• BUSN 6185 Business Intelligence and ERP (3 hours)

### MBA with an Emphasis in Health Administration

#### 39 to 42 Credit Hours

The MBA with an emphasis in health administration must include the following courses:

- HLTH 5000 Organization and Management in Health Administration (3 hours)
- HLTH 5050 Financial Management in Health Administration\* (3 hours)
- HLTH 5140 Health Administration Law (3 hours)

\*HLTH 5050 and HLTH 5100 may substitute for MBA 5020.

See also:

• Master of Health Administration (MHA)

## MBA with an Emphasis in Information Technology Management

- BUSN 6150 Business Communications and Technology (3 hours)
- HLTH 5040 Human Resources Management in Health Administration (3 hours)
- HLTH 5050 Financial Management in Health Administration\* (3 hours)
- HLTH 5070 Financial Analysis in Health Administration (3 hours)
- HLTH 5100 Statistics for Health Administration\* (3 hours)
- HLTH 5120 Issues in Health Policy (3 hours)
- HLTH 5140 Health Administration Law (3 hours)
- HLTH 5130 Healthcare Strategy and Marketing (3 hours)
  HLTH 5150 Process Improvement in Health Administration (3
- hours)
- HLTH 5160 Health Informatics (3 hours)
- HLTH 6000 Integrated Studies in Health Administration (3 hours)

\*HLTH 5050 and HLTH 5100 substitute for MBA 5020.

#### See also:

• Master of Health Administration (MHA)

# Dual Degree Option: MBA/MA in Business and Organizational Security Management

#### 54 to 57 Credit Hours

- BUSN 5000 Business (3 hours)
- MBA 5010 Value Creation (3 hours)
- MBA 5020 Quantitative Methods for the MBA (3 hours)
- MBA 5030 Market Analysis and Business Planning (3 hours)
- MBA 5100 Adding Value through Human Capital (3 hours)
- MBA 5200 The Financial Value of Capital Projects (3 hours)
- MBA 5300 Providing Value to Customers (3 hours)
- MBA 5400 The Supply Chain and Business Processes (3 hours)
- MBA 5500 Information Support for Decision Making (3 hours)
- MBA 5910 Cases in Value Creation (3 hours)
- MBA 5920 Walker Consulting Project: Adding Value to Organizations (3 hours)
- SECR 5000 Security Management (3 hours)
- SECR 5010 Legal and Ethical Issues in Security Management (3 hours)
- SECR 5020 Security Administration and Management (3 hours)
- SECR 5030 Business Assets Protection (3 hours)
- SECR 5060 Emergency Planning (3 hours)
- SECR 5080 Information Systems Security (3 hours)
- SECR 5090 Behavioral Issues (3 hours)
- SECR 6000 Integrated Studies in Security Management (3 hours)

#### See also:

Business and Organizational Security Management (MA)

## Dual Degree Option: MBA/MS in Environmental Management

#### 54 to 57 Credit Hours

- BUSN 5000 Business (3 hours)
- MBA 5010 Value Creation (3 hours)
- MBA 5020 Quantitative Methods for the MBA (3 hours)
- MBA 5030 Market Analysis and Business Planning (3 hours)
- MBA 5100 Adding Value through Human Capital (3 hours)
   MBA 5000 The Financial Value of 0 minutes (2 minutes)
- MBA 5200 The Financial Value of Capital Projects (3 hours)

- MBA 5300 Providing Value to Customers (3 hours)
- MBA 5400 The Supply Chain and Business Processes (3 hours)
- MBA 5500 Information Support for Decision Making (3 hours)
- MBA 5910 Cases in Value Creation (3 hours)
- MBA 5920 Walker Consulting Project: Adding Value to Organizations (3 hours)
- ENMG 5000 Environmental Science (3 hours)
- ENMG 5100 Environmental Law (3 hours)
- ENMG 5200 Environmental Regulations and Compliance Auditing (3 hours)
- ENMG 5300 Environmental Accounting (3 hours)
- ENMG 6100 Management of Land and Water Resources (3 hours)
- ENMG 6110 Management of Air Quality (3 hours)
- ENMG 6120 Waste Management and Pollution Control (3 hours)
- ENMG 6200 Environmental Risk Management and Strategies (3 hours)

Note: The MS in environmental management has a program prerequisite of BUSN 5760.

See also:

• Environmental Management (MS)

## **Dual Degree Option: MBA/MS in Finance**

#### 54 to 57 Credit Hours

- BUSN 5000 Business (3 hours)
- MBA 5010 Value Creation (3 hours)
- MBA 5030 Market Analysis and Business Planning (3 hours)
- MBA 5100 Adding Value through Human Capital (3 hours)
- MBA 5300 Providing Value to Customers (3 hours)
- MBA 5400 The Supply Chain and Business Processes (3 hours)
- MBA 5500 Information Support for Decision Making (3 hours)
- MBA 5910 Cases in Value Creation (3 hours)
- MBA 5920 Walker Consulting Project: Adding Value to Organizations (3 hours)
- ACCT 6070 Managerial Accounting for Decision Making (3 hours)
- FINC 5000 Finance\*^ (3 hours)
- (prerequisites: BUSN 5760\* and BUSN 5600)
- FINC 5100 Financial Modeling (3 hours)
- FINC 5210 Investments (3 hours)
- FINC 5810 Capital Budgeting and Corporate Investments (3 hours)
- FINC 5830 Institutions and Financial Markets (3 hours)
- FINC 5840 International Finance (3 hours)
- FINC 5880 Advanced Corporate Finance (3 hours)
- FINC 5890 Financial Statement Analysis (3 hours)
- FINC 6290 Mergers and Acquisitions (3 hours)

\*FINC 5000 and BUSN 5760 substitute for MBA 5020. ^FINC 5000 and FINC 5810 substitute for MBA 5200.

## Prerequisites

- BUSN 5600 Accounting Theory and Practice (3 hours)
- BUSN 5760 Applied Business Statistics (3 hours)

Note: Program prerequisites are to be completed before beginning coursework for the master of science in finance for those students who have not completed prerequisite courses (or an appropriate equivalent) within five years of entering the program and having earned a grade of B or better. If the appropriate prerequisite