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**GAINEY SCHOOL OF BUSINESS**

**MASTER OF BUSINESS ADMINISTRATION**



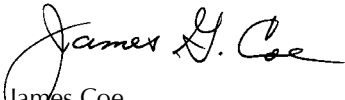
## FROM THE DEAN

Welcome to the Master of Business Administration program at Spring Arbor University's Gainey School of Business. We are excited about the outstanding faculty and curriculum we have assembled to create the MBA program. While investigating classical MBA academic theories, students will have their learning facilitated by investigating "living case studies" and by applying their new knowledge.

As a cohort of learners, students will find that they not only learn from the professors, but also from one another. This multidimensional curriculum emphasizes traditional and new business practices, in addition to Christian biblical faith, international awareness, entrepreneurship and leadership in making successful decisions. This combination of factors constitutes a viable and dynamic MBA program that will provide a solid foundation for future successes.

Students will discover that our professors and the MBA administration team model what we teach. We listen carefully to our students and their employers so we can best serve both, and equip our graduates for critical participation in the modern world.

We wish you much success in the pursuit of your MBA.



James Coe  
Dean, Gainey School of Business  
jcoe@arbor.edu

## PROGRAM DESCRIPTION

The MBA program seeks to combine the best of conventional academic training with the best of field-based learning. Most typical business disciplines are represented in the curriculum because we feel that a successful manager must be conversant with a variety of decisions found in business. Thus, the MBA curriculum addresses decision-making found in accounting, information systems, operations, finance, human resources, marketing, and law. The MBA Program incorporates entrepreneurial, leadership, and international elements into the courses as well as faith and learning components in forming decisions and ethical considerations.

The MBA program is comprised of 36 credit hours. In addition, based on scores on the test-out exams, some students may choose or be required to take up to 12 additional hours of preparatory learning in four courses. Those who enter the program testing out of the four preparatory learning courses may immediately start in a new cohort. (See preparatory learning courses)

The MBA curriculum is offered in an intense cohort delivery model. Students may complete the program in 24 months in a cohort traditional face-to-face classroom setting or in 18 months in cohort online courses. Both the online and the face-to-face MBA program incorporate two residencies and a cross cultural trip. Courses in both models will enhance and develop a learning community environment where relationships are created and honored.

Students must complete the 36-credit hour curriculum with a minimum 3.00 GPA to graduate with an MBA. An additional four courses MGT 508, MGT 521, MGT 550, and MGT 551 may be taken or required of students needing additional preparation determined by choice or learning assessment.

### **Evidence of Preparatory Learning**

Demonstrate evidence of learning by passing a learning assessment exam in each of the four preparatory courses with at least a score of 70%.

#### **Preparatory Learning Courses - 12 hours**

Demonstrate evidence of learning through successful completion of the following MBA preparatory learning courses with a 3.00 GPA:

- MGT 508 Building Communication Skills in Writing (3)
- MGT 521 Accounting for Managerial Analysis (3)
- MGT 550 Processing with Information Technologies and Microcomputer Systems (3)
- MGT 551 Decision-Making through Quantitative Analysis (3)

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**Note:** A student must achieve a minimum of a B (3.0) final grade in each of the four preparatory learning courses or test out of each of the courses before formal entrance into the 36-credit hour MBA program.

Students with an undergraduate business degree and prior learning in key business areas (accounting, finance, economics, marketing, management and decision sciences such as statistics) will discover that this program utilizes and expands upon that basic business knowledge.

- **Core courses:** 33 hours
- **Electives:** 3 hours
- **Total credit:** 36 hours

## **CORE COURSES - 33 hours**

MGT 606 Management and Human Resources (3)  
MGT 607 International Business (trip) (3)  
MGT 609 Strategic Management (3)  
MGT 611 Business Law (3)  
MGT 617 Entrepreneurial Leadership (3)  
MGT 622 Statistics for Managers (3)  
MGT 631 Managerial Accounting (3)  
MGT 641 Managerial Finance (3)  
MGT 661 Marketing Management (3)  
MGT 686 Living Case Study: Final Thesis I (3)  
MGT 687 Living Case Study: Final Thesis II (3)

## **ELECTIVE COURSES – select one:**

MGT 624 Management Information Systems (3)  
MGT 626 Production and Operations Management (3)

## **Program Delivery Options: Online or Face-to-Face**

The online intensive MBA is designed for completion in 18 months for applicants testing out of four preparatory courses. The face-to-face MBA program is designed for completion in 24 months for applicants testing out of four preparatory courses.

## **ADMISSIONS**

A bachelor's degree from a regionally accredited or nationally recognized college or university is a prime requirement for admission. The curriculum is designed to fit the needs of the present business manager and leader, regardless of undergraduate major. The program builds on the students' current work experience and at least three years prior significant work experience.

Any student who demonstrates desire, resourcefulness, initiative, and persistence in learning at the master's level, and who is willing to apply a Christian biblical perspective to study, is invited to apply. Spring Arbor University welcomes applications from all persons and does not base admission on race, color, national origin, gender, age or handicap. While courses are designed utilizing a Christian perspective, a student need not be a professing Christian to be admitted to the program. Contact the admissions office for more information.

## Procedure

1. Send completed application to Gainey School of Business via e-mail or post with a \$40 check for a nonrefundable application fee.
2. The student coordinates a complete application process
  - a. Make arrangements and submit official transcripts from universities and colleges for all academic courses taken.
  - b. Submit two SAU recommendation forms that highlight your professional experience.
  - c. Submit a resume or vita of work experience.
3. Upon provisional acceptance the applicant will receive instructions for taking the MBA learning preparation assessments online.
  - a. A student will take four learning assessments online:
    1. writing
    2. accounting
    3. math skills
    4. computer literacy
  - b. Upon passing all four areas of preparatory courses and completion of the application, the student will be notified when they may begin with a particular cohort.
  - c. Provisional students may take the preparatory course/s not passed with a score of 70 or higher:
    1. MGT 508 Building Communication Skills in Writing
    2. MGT 521 Accounting for Managerial Analysis
    3. MGT 551 Decision-Making through Quantitative Analysis
    4. MGT 550 Processing with Information Technologies and Microcomputer Systems
4. Complete financial aid information such as the FAFSA, student loan request forms and employer assistance forms, if applicable. Our admissions specialists are available to help students if you have any questions.
5. When provisional classes are passed and the application completed, the student will receive timely notice from the dean upon recommendation of the MBA application review committee concerning full acceptance status and notification of cohort entrance date.

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6. Students must contact the Gainey School of Business graduate academic advisor to discuss graduation requirements and plan for degree completion.
7. Begin first class!

## Requirements

- Bachelor's degree from a regionally-accredited national, or internationally recognized college or university
  - Completed application
  - Official transcripts of undergraduate and graduate courses taken from all institutions
  - Two SAU recommendations, preferably from work situations
  - Resume or vita of work experience
  - Passing the following courses or passing the testing-out exams:  
MGT 508 Building Communication Skills in Writing  
MGT 521 Accounting for Managerial Analysis  
MGT 551 Decision-Making through Quantitative Analysis  
MGT 550 Processing with Information Technologies  
and Microcomputer Systems
- NOTE:** Many students may elect to enroll in courses without testing out to assist in MBA program preparation.
- Approval by MBA Admissions Committee

## International Students

There are additional admission requirements for international students. (See *International Student Admission*)

## Provisional MBA Student Admission Status

Students may enroll in MGT 508, 521, 551, and/or 550, totaling 12 credit hours, without being officially admitted to the program, provided the student holds a bachelor's degree from a regionally-accredited or nationally recognized college or university. Please request a Provisional Student Admission Form from the Gainey School of Business, and then contact the Financial Aid Office concerning taking these courses. A provisional student may qualify for financial aid.

## Delayed Admission

Spring Arbor University understands unexpected life situations arise that may suddenly conflict with anticipated enrollment dates or other deadlines. An individual may need to intentionally delay the start of classes, and know with some certainty that an opening will be held in a future cohort. In such circumstances, please notify the Gainey School of Business and submit a Delayed Admittance Form. Admittance may be delayed up to 12 months; after that period, the student needs to submit a new application for re-admission.

## Re-admission

Students who have withdrawn from the program or have not been actively enrolled for more than a 12-month period may be required to submit a new application for admission. Official transcripts for any coursework taken since leaving Spring Arbor University should also be sent to the Gainey School of Business. Students may be asked to leave the program after probation if not completing the degree requirements of the 36-hour curriculum with a minimum of a 3.00 GPA. Students must complete the entire MBA program within a 6-year period to graduate.

## POLICIES

### Academic Status

These definitions differentiate levels of academic standing in the MBA program.

**Continuing Status** - A student in good standing meets financial obligations, minimum GPA requirements of 3.00 or above, and community expectations.

**Probationary Status** - When a student's GPA falls below the 3.00 requirement or the student violates expectations of academic integrity or community expectations, he or she may be placed on academic or student life probation.

**Academic Probation** - The academic probation status (below 3.0 GPA) continues until the minimum academic standard is met or dismissal. The minimum GPA standard must be met for graduation.

**Dismissal** - The student on academic probation, whose cumulative GPA declines further after completing two additional courses, may be dismissed. A dismissed student may apply for readmission only after one year has elapsed from their dismissal. Evidence to support readmission will be requested.

Dismissal is also possible when a student violates standards of academic integrity or community expectations. The Gainey School of Business will determine the status of students on issues of academic integrity. Minimum GPA requirements still apply.

If a student is dismissed for disciplinary reasons, grades of "W" will be recorded on the transcript for courses in which the student is enrolled. If the action being taken is academic in nature and involves a specific course, the instructor may indicate a "U." The regular refund policy, described under the Costs and Financial Aid section, applies for a student who is dismissed for disciplinary reasons.

## **Course Changes: Drop/Add and Withdrawals**

Course changes may be made prior to the second meeting of any class by utilizing the SAU online academic planner or contacting the Gainey School of Business and/or academic advisor. A student may drop or add a course after the drop/add date only after submitting the drop/add form in a timely fashion and signed by both the instructor and director of graduate studies for the action to become effective.

## **Repeating a Course**

Courses with a grade lower than “C” may not be counted as meeting graduation requirements. To graduate from the program, a student must repeat those courses so that all coursework is “C” or better. To meet the graduate requirement in the MBA program, a student must maintain a “B” (3.0 GPA). A higher grade replaces the lower grade when computing GPA and the credit hours only count once. There is no limit to the number of repeated courses, but any given course may only be repeated twice. All entries remain part of the student’s permanent academic record. Regular tuition charges and fees will be assessed for repeating a course.

## **Attendance**

Class attendance is expected for successful completion of any course. Students who accumulate absences, excused or unexcused, for more than one-third of the number of class sessions in a course, may be administratively withdrawn from that course with a “U.” Students may incur a penalty of at least one letter grade on the final grade for not attending to course attendance requirements.

## **Waiver for Coursework**

Waivers do not apply to the 36 credit hours of 600 level courses in the MBA Program or to the four 500 level preparatory learning courses. Transfer of graduate credit will be considered from accredited higher education institutions and like courses. (See *Transferring Courses*)

## **Residency Requirements and Transfer Credits**

MBA students must complete two residency requirements taking MGT 607, MGT 617 and MGT 609. A minimum of 27 credit hours must be earned in the Master of Business Administration program at Spring Arbor University. Previous learning through graduate business courses needs to be 3.00 (on a 4.00 scale) or better.

## **Advising Services**

The MBA program coordinator will be available for assistance in any aspect of a student’s Spring Arbor University MBA experience. An advising session may be scheduled after the student is admitted to the program.

## Progress Assessment

Master of Business Administration students' learning will be assessed. During the living case study, students will provide a release for an employer's appraisal of the student's performance at work. Timely feedback from professors on learning assessments will be given to students. A cumulative exam on all MBA coursework may be given to assess overall retention and learning. The University agrees not to violate student privacy as it uses assessment information to improve its courses.

## Academic Integrity

Any community of teachers and scholars recognizes the principles of truth and honesty as being absolutely essential for integrity and excellence in an institution and its programs. The expectation at Spring Arbor University is that these principles will be rigorously followed in all academic endeavors, including the preparation and presentation of lectures, the preparation of class assignments, and the taking of exams. The pursuit of integrity and excellence should be an individual's goal as well. This assumes that all work will be done by the person who purports to do the work, without unauthorized aids.

The Master of Business of Administration program and its policies operate on a foundation of clear communication, consistent application, fairness and respect for the individual.

Any student cheating on an assignment will fail that assignment. Cheating, plagiarism, or other violations of academic integrity will not be tolerated and may result in probation or dismissal from the program.

## Pass/Fail

Because of the structured and concentrated nature of the MBA graduate degree, no pass/fail option exists.

## Auditing

Because of the cohort model, no courses are available for audit.

## MBA Fees

Fees for special materials may be required for some courses. Fees are subject to change.

Application Fee	\$ 40
Registration Fee (per semester)	\$ 30
Late Registration Fee	\$ 10
Graduation Fee	\$ 60
Transcript Fee	
Official	\$ 4
Unofficial	\$ 2
Books/Materials (as required)	
Living Case Study Report Binding	\$100

Failure to meet financial obligations may result in the referral of the delinquent account to an outside agency for collection of the total amount due, plus all collection costs applicable.

## CURRICULUM

### **MGT 508 Building Communication Skills in Writing (3)**

This course focuses on writing communication skills including formal and informal communication structures, electronic communication, and the development of business letters, research papers utilizing APA style, and business reports.

### **MGT 521 Accounting for Managerial Analysis (3)**

This course focuses on introducing students to basic financial accounting and reporting in preparation for MBA coursework. This course is designed for students who do not have a proficient background in accounting.

### **MGT 550 Processing with Information Technologies & Microcomputer Systems (3)**

This course focuses on methods of processing data, modern communications, and visual display of information for business such as designing spreadsheets and slide shows using Microsoft Office.

### **MGT 551 Decision-Making through Quantitative Analysis (3)**

This course focuses on analyzing quantitative data using mathematics and statistics. Students will review basic math and algebra skills necessary for business analysis including accounting and financial reporting

along with a review of statistical elements necessary for business decision-making.

### **Core Courses**

### **MGT 606 Management and Human Resources (3)**

This course explores the major issues of organizational behavior and human resources. The intent is to develop better understanding and skills in diagnosing and treating organizational problems. Students will explore human resource topics and issues such as hiring/firing, assessment, compensation, training, safety, and promoting within high-performance organizations.

### **MGT 607 International Business (3)**

This course canvasses key aspects of contemporary international management, and it includes an international experience through a trip to an international business center. Topics in the course include international trade theory, trading patterns, foreign exchange rates and markets, strategic alliances, direct foreign investments, regional business issues, cultural, political and economic influences, as well as trade management practices. It may also include special topics in international business such as diversity issues in international business, legal issues in

international business, international marketing, and international finance.

### **MGT 609 Strategic Management (3)**

This course provides students the opportunity to integrate many aspects of the MBA curriculum into solving problems and making strategic decisions in a complex and interrelated simulated business environment. After this course, students should realize a greater ability to recognize the nature of a problem with the many component variables, and consider the various issues and concerns when working toward effective organizational solutions.

### **MGT 611 Business Law for Managers (3)**

The course provides the knowledge of the legal institutions necessary for a manager or entrepreneur to function effectively in relationship to purchasing, sales, and labor negotiating. Topics include fundamentals of corporate law, major regulatory agencies and corporate responsibility and contract law. This course will explore the art and science of negotiating toward mutually beneficial outcomes.

### **MGT 617 Entrepreneurial Leadership (3)**

This course, intended as an opening and central one in the MBA curriculum, leads the students to study the practices of great leaders so that they might become great leaders themselves. Here we provide the students with an appreciation for the central significance of Christian ethics in the corporate arena. Ethics are portrayed as a guiding mission

rather than a set of obligations and constraints. The course draws material from a diversity of sources including the Bible, historical accounts of great Christian business leaders and case studies involving ethical issues. Here we seek to provide students with an appreciation for the mastery of fundamental management skills in the corporate arena. Topics such as self-awareness, supportive communication, motivation, conflict management, empowerment and delegation, and building effective teams will be included. Theories and principles in management will be surveyed in this course, but we will also seek to help students develop the ability to live up to the credo they develop early in the course. Learning is premised on the notion that leadership involves all realms of our lives, and that in order to lead effectively one must have a clear understanding of their own motivation and goals. The course helps students master the skills of goal setting, planning, and tracking in their own lives in several realms including: career, family, finances, mental, physical, social and spiritual.

### **MGT 622 Statistics for Managers (3)**

Students will learn how to apply statistical thinking concepts, statistical thinking problem solving strategies, and statistical tools to enhance their problem solving skills. The emphasis will be on learning strategies for problem sensing, diagnosing and decision making through collecting, organizing and interpreting appropriate data. Students will also learn how to apply statistical computer software to facilitate data analysis. Students will be introduced to the master's thesis

elements in order for students to begin making preparations for the final thesis work in MGT 686 and MGT 687.

### **MGT 631 Managerial Accounting (3)**

This course is an advanced course in accounting stressing the development of understanding in contemporary accounting techniques and tools. Students will learn to use appropriate computer software and to interpret and request various accounting reports. Students may explore accounting systems in the context of management's need for business planning, control and decision-making. Special topics may focus on operating and capital budgets, cash flow projections, cost accounting systems, cost behavior, and cost allocations.

### **MGT 641 Managerial Finance (3)**

The goal of the course is to equip students to develop realistic financial plans for business enterprise. Students develop familiarity with fundamental concepts and contemporary approaches, include financial calculator skills. Special topics in the course may focus on examination of financial objectives relative to investment and management, lease financing, securities portfolios, dividend policies, risk/return trade-offs, cost of capital, and cash management.

### **MGT 661 Marketing Management (3)**

This course focuses on concepts, principles and techniques of effective, high-performance companies through marketing management. Topics include customer value and satisfaction, TQM, market segmentation, market offer differentiation, market positioning, and corporate strategic planning. Emphasis

is placed on how these areas relate to the student's work environment. Special topics in the course may include market research and surveys, how they work, their strengths and weaknesses, their appropriateness for various settings, and their approximate cost. The course may also focus on proven sales techniques.

### **MGT 686 Living Case Study: Final Thesis, Part I (3)**

In this course, students engage in a detailed assessment of a host organization including the history of its founding, major developments and changes, the organization's mission, its major successes and challenges, the formal and information divisions of responsibility and rewards, the dominant features of the firm's culture and significant variations among various subpopulations. The intent is to audit both the strengths and problems of the organization with the aim of finding a meaningful organizational development project for the final thesis project in which the student will identify a process to improve or a problem to solve that will provide a tangible impact on the host organization along with a valuable learning experience for the student. Students, under the careful guidance of MBA faculty, begin to evaluate possible final thesis project options. Students will engage in professional project management preparation in the course and develop a project charter, project plan, and other important project management tools that will assist in the full implementation and results reporting of the final project thesis.

## **MGT 687 Living Case Study: Final Thesis, Part II (3)**

Based on data gathering and project management from MGT 686, the student begins and completes the implementation of the final thesis project and follows the project through to completion. Students actually implement the full improvement plan and assess the outcomes of the project. Students will present their results through a detailed assessment and interpretation to both the host organization and the MBA faculty; the final Living Case Study Program outcomes will be reported in both written format (final written master's thesis) and in oral presentation to the host organization and faculty. Students will need to be prepared to defend the actual implementation outcomes, assessments and interpretations of the final master's thesis. The host organization will also provide assessment input to the faculty through a client assessment of the student's implementation of the project within their organization.

## ***Elective Courses***

### **MGT 624 Management Information Systems (3)**

This course surveys the principles and concepts of information systems as they are applied in the business world. Various types of information systems and how they enhance personal and organizational productivity, as well as competitiveness, will be examined. Students will be required to demonstrate computer proficiency to begin the course, and a computer proficiency skills outcome assessment

may also be incorporated into the final examination of the course. Modern information technology that supports business enterprises will also be surveyed as well as in the incorporation of information systems into entrepreneurial organizations. Special topics in the course may also include the state-of-the art information technology used to enhance organizational effectiveness. Examples of topics are database design and use, Internet for managers, e-commerce, visual basic, Web designs and so forth. Hands-on experience as well as theories and principles will be covered.

### **MGT 626 Productions and Operations Management (3)**

This course introduces the student to the challenges of complex production and operations systems and the array of contemporary tools currently employed to meet those challenges. Students encounter both the best of current theory and modeling techniques, as well as exposure to these techniques as they are used by actual corporations.

## ADMINISTRATION

### **Rodney M. Stewart, M.B.A.**

*Associate Vice President for  
Academic Affairs and Graduate Studies*

### **James Coe, Ph.D.**

*Dean, Gainey School of Business*

### **Jean Dailey**

*Program Coordinator*

## FACULTY

### **Gary W. Britten**

*Assistant Professor of Business*  
B.B.A., University of Michigan  
J.D., University of Detroit

### **K. Caleb Chan**

*Professor of Business and Management*  
B.A., King College  
Ph.D., Georgia State University

### **James G. Coe**

*Associate Professor of Business*  
B.S., Indiana University  
M.S., National-Louis University  
Ph.D., Regent University  
Postgraduate study,  
Oxford University, U.K.  
Ph.D., Michigan State University

### **David Globig**

*Assistant Professor of Business*  
B.A., Cedarville College  
M.B.A., University of Akron

### **Gregory Kaufinger**

*Instructor of Accounting*  
B.S., Lehigh University  
M.B.A., Geneva College

### **Randall J. Lewis**

*Professor of Business*  
B.S., Tri-State University  
M.B.A., Central Michigan University  
M.A., Temple University  
Ph.D., Yale University

### **Beverly J. Nemecek**

*Assistant Professor of Management*  
B.A., Spring Arbor University  
M.S.A., Central Michigan University

### **Sharon E. Norris**

*Instructor of Business*  
B.A., Spring Arbor University  
M.B.A., Spring Arbor University

### **Richard C. Wallace**

*Professor of Sociology and  
Management*  
B.S., University of Michigan  
M.A., Temple University  
Ph.D., Yale University

