Available on the Jackson and Germantown Campuses and Online

The MBA Academic Program
The Master of Business Administration (MBA) degree provides advanced study for individuals interested in managing and leading organizations.

Program Emphasis
There are twelve courses in the Union MBA curriculum. These courses are 3 semester hours of graduate credit each. Courses are scheduled in a manner that allows the student to continue a career and an already busy schedule or students can complete the degree fully online. The ground-based courses meet from 6 to 10 p.m. one evening a week, and all courses are 8 weeks in duration.

Two options are available for completion of the MBA, a thesis option and a non-thesis option. Students selecting the thesis option are required to apply for acceptance into the thesis program prior to completion of MBA 635. If accepted, the student would take MBA 690, Thesis, at least 3 times in lieu of either MBA 630 or the 3-hour elective. The specific course substitution is at the discretion of the MBA Director. Students accepted into MBA 690 are required to write a thesis. Once accepted into the program, the student must enroll in MBA 690 continuously until the project is successfully completed.

The strength of the Union MBA is the qualified faculty that serve our student body. Union’s business faculty combine practical work experience in management, consulting, and the professions with strong academic backgrounds. This dual emphasis on practicum and education provides a rich and relevant classroom experience for our MBA students. Faculty pursue innovative teaching concepts while continuing to conduct and publish business-related research in coordination with the Director of Research.

Expected Outcomes
The program strives to develop the following knowledge and skills in each student:

1. Advanced knowledge in accounting, economics, finance, management, marketing, and quantitative methods;
2. Application of strategic management concepts within the functions of organizations;
3. Effective leadership and communication skills;
4. The capacity to make decisions leading to achievement of organizational objectives;
5. An understanding of the importance of Christian ethics and its application to organizational decision-making.

Delivery Options
Traditionally, the MBA is completed in two and a half years; however, depending on the student’s flexibility, the MBA program can be completed in as little as 15 months. Students are encouraged to meet with the MBA Director and have a custom plan designed to meet their needs. The McAfee School offers three basic delivery options, which are:

Ground-Based Model – This model provides personal, face-to-face interaction with classes meeting one night each week. The one-night-per-week meeting schedule is designed for students with full-time career obligations who prefer the ground-based classroom experience.

Accelerated Ground-Based Model – This model provides personal, face-to-face interaction with classes meeting two nights each week. The twice-weekly meeting schedule accelerates completion time and is designed for students with less demanding career obligations who prefer the ground-based classroom experience.

Online Model – The online model provides the same courses and coverage as the two ground-based models. The online approach is designed for individuals who travel often, work non-standard schedules or have career obligations that interfere with ground-based delivery.

Dual-Degree Programs
Dual Degree Programs are offered in conjunction with the School of Nursing and the School of Pharmacy. Interested students enrolled in either the Doctor of Pharmacy, Master of Science in Nursing, or the Doctor of Nursing Practice programs may dually enroll in the MBA Program. Students will follow the curriculum as outlined below under Graduation Requirements to include the 24-hour MBA core. The remaining 12 hours of MBA electives will be from the Pharm.D. or D.N.P. program as approved respectively by the School of Pharmacy or the School of Nursing.

Dual Degrees may be obtained within the McAfee School of Business Administration between the MBA and the Master of Accountancy. Twelve (12) hours earned in the MBA program may be counted for the required MBA classes in the Master of Accountancy. Students would additionally be required to complete the 18 hour accounting component in order to earn the Master of Accountancy.
Admission Information

Regular Admission Requirements

1. Official transcript(s) showing all course work, completion of baccalaureate degree(s), and all graduate credit previously attempted. Even if withdrawal occurred prior to earning credits and even if those credits do not apply to the current degree being sought, official transcripts must be sent from each institution.

2. Completed application for the MBA program, including payment of a $25 application fee.

3. Submission of a recent (less than 5-years old) acceptable score on the Graduate Management Admission Test (GMAT) or the Graduate Record Examination (GRE). The GMAT or GRE may be waived in the following situations:
   - MBA & MACC: a student who holds a graduate degree earned from a regionally accredit college or university at the discretion of the MBA/Master of Accountancy Program Director. Additional information may be obtained from the Program Director.
   - MBA: b. Students pursuing a dual-degree with the Doctor of Pharmacy, the Master of Science in Nursing, or the Doctor of Nursing Practice.
   - MACC: c. Union business majors possessing a 3.0 GPA.

4. The completion of 12 hours of prerequisite coursework is required for regular or conditional admission to the MBA program. These courses are PMBA 500, 501, 502, and 503. The prerequisite courses may be waived with the completion of equivalent undergraduate or graduate course work.

5. Immunization Record (Ground-Based Only)

Conditional Admission Requirements

Applicants who do not meet the regular admission requirements to the MBA program may be admitted conditionally at the discretion of the MBA Director and the Graduate Business Admissions Committee. Students seeking conditional admission must apply in writing to the MBA Director for consideration. Students who are conditionally admitted must attain regular admission within 6 hours of graduate study having been completed with a minimum 3.0 grade point average, and the specific cause for conditional admission having been removed.

Transfer of Credit

Graduate credit for courses earned at a regionally accredited college or university or at a recognized foreign college or university may be transferred to Union University if the courses are essentially the same courses as those required in the program. The maximum number of semester hours that may be transferred to Union University and applied to the MBA degree is nine (9).

No grade less than “B” may be transferred. Courses taken more than five years before beginning the MBA program at Union University will be considered on an individual basis.

Academic Suspension

A student enrolled in the MBA program will be suspended from the program upon earning three grades of “C” or below. While suspended from the MBA program, the study may, in an effort to remove these grades, repeat those courses in which a “C” or below has been received.

Graduation Requirements

1. Completion of thirty-six hours to include MBA 610, 613, 620, 625, 628, 642, 648, 653 and one of the following tracks:
   - A. MBA non-thesis Track—12 hours
     1. MBA 601
     2. MBA 621
     3. MBA 630
     4. MBA 635
     5. Choose one of: MBA 615, 622, 640, 643
   - B. MBA Thesis Track—12 hours
     1. MBA 601
     2. MBA 690 (3 hours) in lieu of either MBA 630 or the 3-hour elective with Program Director approval
     3. Balance of MBA non-Thesis track
   - C. MSN/MBA Dual Track—12 hours
     1. NUR 528
     2. NUR 535
     3. NUR 548
     4. NUR 615
   - D. DNP/MBA Dual Track—12 hours
     1. NUR 710
     2. NUR 715
     3. NUR 725
     4. NUR 730
   - E. Pharm.D./MBA Dual Track—12 hours
     1. PHRM 700
     2. PHRM 743
     3. PHRM 744
     4. PHRM 765
     5. PHRM 772
     6. PHRM Elective/Public Health

2. A minimum grade point average of 3.0 for the required course of study.

3. PMBA courses do not apply to the MBA.
Course Descriptions: Prerequisites to the Master of Business Administration (PMBA)

500. Foundations of Accounting (3)
A review of basic financial and managerial concepts from a user's perspective including: how financial statements are prepared, the ability to interpret the information provided in financial statements, the ability to conduct a preliminary financial analysis of a firm, and budgeting and cost behavior. Graded Pass/Fail.

501. Fundamentals of Microeconomics (3)
Survey of theorems, tools, and techniques of basic economic analysis. This course provides an integrated framework of microeconomics. Graded Pass/Fail.

502. Foundations of Management (3)
An introduction to the management process through the activities of planning, organizing, leading, and controlling. Graded Pass/Fail.

503. Foundations of Business Statistics (3)
A broad coverage of quantitative methods for managerial decision-making. Topics include descriptive and inferential statistics, probability, and statistics with applications in functional areas of business. Graded Pass/Fail.

Course Descriptions: Master of Business Administration (MBA)

601. MBA Orientation (0)
An orientation to the activities and experiences of graduate study in business at Union University, including adjustment to academic development and spiritual growth.

610. Managerial Economics (3)
This course will build on a traditional basis of microeconomic theory through the case method and research projects. Case application will bring microeconomic analysis into the realm of managerial decision making.

613. Analytical Managerial Accounting (3)
The use of accounting information by an organization's investors, creditors and managers from a financial and managerial perspective. The course develops financial analysis skills useful in business decision-making, the ability to analyze accounting information useful for monitoring efficiency, quality, and timeliness, determine appropriate prices and costing of products and services, and the development of operation budgets.

615. Organizational Theory (3)
An examination of the impact of external environmental forces on the structure of an organization, the importance of organizational structure to the achievement of strategic and operational plans of management, and the various configurations available.

620. Ethical Management (3)
Ethical Management makes intensive use of the case method to probe ethical issues facing the modern business world. Various ethical decision-making models are discussed including Christian ethics.

621. Business & The Legal Environment (3)
The nature of law and the regulatory and nonregulatory environments in which businesses and managers operate. Consists of lecture and discussion of legal cases involving numerous topics of law, including constitutional, tort, intellectual property, contract, employment, antitrust, and corporate legal issues.

622. Social Issues in Management (3)
An examination of how business impacts societal stakeholders and vice versa. Both the normative (ethical) and strategic implications for business will be explored.
625. Managerial Finance (3)
Pre-requisite: MBA 613
Analysis of the capital structure, dividend policy, and working capital policy of the firm. Additional topics include: risk measurement, valuation, cost of capital, and analytical tools used for the acquisition and allocation of funds.

628. Strategic Marketing (3)
An analysis of the marketing of goods and services and the role of marketing in the economy. Marketing strategy explored through case studies and recent literature.

630. Management Information Systems (3)
This course is designed to provide an understanding of the field of information systems. Broad-based instruction in distributed databases, network architectures, telecommunications options, and hardware/software platforms. Applied knowledge to ensure that MIS goals and expenditures are consistent with and in support of the mission of the organization. Case studies are used extensively to learn about the current issues facing information management.

632. Human Resource Management (3) F
This course explores the fundamental principles and function human resources including strategies for building and retaining a quality workforce. Throughout the course is a review of applicable employment laws and regulations impacting human resources.

633. Employee Training and Development (3) S
Employee Training and Development is an examination of the strategies and techniques of training systems, including needs assessment, motivation to learn, transfer of training, performance improvement, and the development of interpersonal skills as a means to satisfy both organization needs and personal career goals. This course likewise considers workforce management techniques related to the collective bargaining process, labor-management agreement, contract administration, labor union structure and goals, and the influence of external labor markets on labor relations.

634. Human Resource Strategy (3) Su
Examines the strategic use of the human resources function at the corporate level including explorations of corporate espionage and sabotage prevention; executive compensation; business and HR strategy integration; international issues in HR; and change management.

635. Business Research Methods (3)
This course will develop business analytical tools using mathematics, statistics and computer technology. These tools will then be applied to a variety of business problems emphasizing planning, collection and interpretation of data, and presentation of results.

640. International Business (3)
Designed to provide the tools necessary to evaluate international business opportunities from cultural, political, legal economic, financial, managerial and marketing perspectives.

642. Strategic Management (3)
Pre-requisites: MBA 625 and 628
Coverage of strategic management concepts and integration of material learned in the functional areas of business; use of case studies and field projects to provide a top management view of the business enterprise.

643. Strategic Negotiation and Conflict Resolution (3)
An analysis of negotiation strategies and tactics in a variety of business environments to include selling situations, intra-organizational conflict, channel partnerships, and union negotiations. Emphasis on collaborative and bargaining styles of negotiating. Seminar-style course with bargaining simulations throughout the course. Marketing and management strategy explored through simulations and exercises and recent literature.

648. Organizational Behavior (3)
Behavioral sciences applied to interpersonal relationships in organizations; concepts of human aspects of businesses as distinguished from economic and technical aspects. Focus is on the process of managing people.

653. Operations Management (3)
Pre-requisite: MBA 635
Planning and control of operations in manufacturing and service organizations; examination of decision theory applications; emphasis on developing skills and techniques through case studies.

690. Thesis (1 per enrollment, minimum 3 hours)
Students will complete a research proposal for a significant research problem in business, including a review of literature related to the research problem. Students will gather and analyze research data and complete a written thesis. Students are required to maintain continuous enrollment until the thesis is successfully completed. The Thesis becomes an additional assessment tool for these students. Grading will be Pass/Fail for the first two enrollments. The third and following enrollments will be graded by letter grade.

579. External Domestic Study Programs (1-4) As Needed
All courses and their application must be defined prior to registering.

580. Study Abroad Programs (1-4) As Needed
All courses and their application must be defined prior to travel.

585. Special Studies in Business (1-4)
Group studies which do not appear in the department course offerings. Context will be determined by need.

598. Seminar (1-4)
A non-lecture research and discussion course. Context to be determined by need.

655. Independent Study (1-4)
Individual research and study under the guidance of a graduate faculty member.

684. Internship (1-4)