

B. MASTER OF BUSINESS ADMINISTRATION (MBA)

1. Program Description

Bakke Graduate University's School of Business (BBS) offers an accredited, values-driven executive Master of Business Administration (MBA) degree for working adults that takes into account both the worldwide marketplace trends and needs in today's globalizing world *and* the values, objectives, and mission of BGU. The MBA will be offered to both full-time and part-time students domestically and internationally as a 36-credit hour cohort-based, accelerated format degree program and will make extensive use of business executives and practitioners to generate an MBA degree in eighteen months to two years.

Students will be exposed to cross-cultural, experienced, internationally-oriented faculty, case-studies, and historic and emerging trends in the various fields of substantive, advanced business study. Students will also have opportunities to travel as part of their education to experience first-hand the application of these skills sets and principles in real life contexts. This values-based approach, based on Judeo-Christian ethics, is the program's foundation and core.

In summary, Bakke Graduate University's Master of Business Administration (MBA) takes into account the market for MBA programs, the trends, the values, objectives and mission of BGU. The BBS MBA was designed as a values-based, low-residency, mixed-delivery, cohort-based (approximately 20-30 students), accelerated format, distributive learning program overseas with extensive use of business executives and practitioners to generate an MBA degree for working adults.

2. Program Objectives and Values

The BGU values-driven MBA focuses on providing basic business knowledge, practical skills and advanced cross-cultural perspective and thinking proficiencies for leaders involved in for-profit businesses, non-profit organizations (NPO/NGO), or governmental organizations. Each course is taught with the unique perspective of how the leader can realistically build and manage healthy businesses which sustain a profit and significantly address key social, spiritual and economic global urban problems. The BGU MBA focuses on entrepreneurial skills and includes an "Ambassador" concentration that focuses on corporate leadership skills in a multi-national environment.

The BGU MBA prioritizes business experience and not just theory by centering instruction around "modeling" and "mentoring" through the lives of successful practitioners as guest lecturers. The MBA program is directed to working adult learners who are simultaneously attempting to balance family commitments, careers, social priorities, and demands of continuing education. Students will be guided to develop a personal sense of personal life mission that includes harmony between their business, personal and social transformation goals. Courses will include key principles in diversifying corporate decision-

making as a means for employee growth and organizational effectiveness. This will all be accomplished with recognition of both the growing impact of globalization and the strains of rapid change that everyone is experiencing at the start of the 21st Century, particularly in the business community.

The “Values” that are employed by the BGU MBA are critical in that they create the means for BGU and its students and faculty to participate in a larger network of international leaders and to engage in transformation across geographic, ethnic, cultural, and organizational lines. In so doing, they are:

- a. Valuing the Marketplace—commercial business and governmental institutions—and the work that is performed there to be as important to creating healthy urban societies
- b. Valuing cities and the Marketplace’s role in them, as the engines of growth and change in this day and age;
- c. Valuing the vulnerable and disadvantaged, and seeking constructive partnership with them and their leaders;
- d. Valuing justice in all its biblical forms, including liberation from oppressive business, public and economic practices, institutions and systems; and
- e. Valuing community for empowerment and reconciliation.

3. Personal Learning Community and Mentor

In the process of the MBA program, each student will be required to identify: 1) a Personal Learning Community (PLC) of not less than three individuals (selected by the student) who will contractually commit to review all of the student's work, papers, and progress throughout the program and to provide encouragement and constructive, skill-developing, character-building feedback; and 2) a Mentor (selected by the student) who will speak into the student's academic program and non-academic life with wisdom, advice and counsel.

4. Program Outcomes

As an outcome of the BGU values-driven, executive MBA, students will obtain proficiencies that include:

- a. From an international leadership and managerial analytical perspective, an understanding of:
 - o Globalization
 - o Strategic Planning and Social Responsibility
 - o Strategic Management
 - o Strategic Leadership
 - o Global Economic markets, structures, and institutions
- b. Operations and Project management based on proven best practices and emerging trends and methods. This will include exercising accountability, efficiency review and adjustment, coordination and process controls, employee empowerment and decision-making expertise, and synergy development.
- c. Organizational behavior and design in cross-cultural contexts, including analyzing and developing optimal organizational constructs in various global locations for effective performance and employee satisfaction on the job.
- d. Marketing management, based on proven best practices and trends and new developments in coordinating the promotion, pricing, and distribution of new and existing products/services in global contexts.

- e. Economic development models, both from a traditional country-development perspective and emerging urban area development, so that international leaders and managers can ascertain and apply appropriate business and organizational constructs among various political and social systems worldwide, in both developing and developed countries.
- f. Business Law from a transactional and risk-avoidance perspective dealing with contracts, agency, business ventures, torts, product liability, shipping, financing, distribution, and trade, especially in an international context, enabling managers to understand and manage legal risks posed in a commercial environment.
- g. Technology management, so that domestic and international managers and leaders can understand and evaluate productivity tools, information technologies, and various stages of technology development. This will include an understanding of costs and benefits analysis, best practices and the appropriate roles and responsibilities of an IT leader or CIO (Chief Information Officer) in developing systems to support knowledge-based work.
- h. An understanding of the chronic failures of corporate character development and ethical behavior globally, by examining the pervasive, pandemic, global corruption in business and government, the recent corporate scandals and misguided practices. This will be contrasted with the burgeoning, redemptive best practices and models of corporate social responsibility and business as mission.
- i. The ability to analyze, synthesize, evaluate, and advocate the stewarding of resources for social purposes as an essential complement to commercial enterprises. Students will be taught to focus on profits to sustain long-term organizational mission and values that create social good.
- j. Entrepreneurial development of leaders and managers by examining entrepreneurial skill sets, behaviors, and opportunity-recognition leading to commercial, social and civic benefits for the organization, individual, and various stakeholders, including those in developing and developed countries, based on secular and non-secular models.
- k. Strategy and policy creation, design, and development from a managerial and leadership perspective domestically and internationally by examining, critiquing, and choosing proper strategies for organizations facing globalization challenges and opportunities.
- l. Critical-thinking and problem-solving skills based on core understanding and uses of the above-identified business managerial and leadership substantive knowledge.
- m. Knowledge, comprehension and application of entrepreneurial non-profit and governmental leadership skills to resolve pervasive social problems.

In summary the BGU MBA program equips students with a practical understanding of how Judeo-Christian ethics and values influence the above skill sets and substantive knowledge so that graduates are better prepared to build values-based organizational cultures, make ethical decisions, and transform individuals and organizations to make a significant positive impact upon both a locally-oriented and global society.

Outcomes will be measured by assessment tools of exams, papers, projects, homework, simulations, role-plays, class participation, and other written, oral, individual, and group assignments in class by the instructor. Also, as a means of determining outcome achievement as to "Practical MBA Business Skills," BGU will employ the annual "ETS Major Field Test MBA – [4MBA]" exam to objectively evaluate BGU's graduating MBA students' comprehension and application of MBA skill sets in comparison with over 300 other degree-granting programs internationally. Moreover, BGU will utilize course evaluations by students, annual surveys of alums, working professionals in various business sub-disciplines in which MBA courses are taught, and benchmarking of other MBA programs to consistently

evaluate and improve on the objectives sought generally and specifically for each course in the BGU MBA program. Students will also be asked to prepare a self-evaluation of each course and a final self-evaluation at graduation to assess outcomes.

5. Admission Requirements

a. Academic Credentials

Entering students must have a bachelor's degree or bachelor equivalency⁶ which includes at least 15 semester hours of courses in business, accounting, financial management, micro-economics and macro-economics. Students without formal courses in these subjects must take the Prerequisite courses described below or, alternatively, demonstrate training or work experience⁷ in these fields that gives the requisite competency. Application for the alternative must be approved by the BBS Dean and the Academic Affairs Committee (AAC).

Students without bachelor or bachelor equivalency must apply for the program under Special Student Status (see page 17 for a detailed list of requirements). Applicants will only be considered if they have work experience or other training that demonstrates knowledge and core skills in business and leadership positions that demonstrate the ability to undertake a graduate-level education. If approved for admission, the student will be placed in a probationary status pending completion of the first three Core courses in a manner that, in the sole discretion of the Academic Affairs Committee (AAC), clearly demonstrates the student's ability to satisfactorily perform graduate-level work at BGU. The student may enroll in the fourth class pending AAC approval, but will not be allowed to participate in the class until that approval has been received.

Academic transcripts from non-US academic institutions may be evaluated by an outside firm. Any fees associated with that evaluation must be paid by the student before he/she is admitted to any BGU degree program.

b. Leadership/Ministry Experience

The MBA is designed for applicants who have had a minimum of two years prior part-time or full-time involvement in business, ministry or organizational leadership/

⁶ 1 Bachelor equivalency is defined as:

(a) foreign degrees that arise from a foreign institution that is not US accredited, but which will be evaluated by the school as being deemed adequate preparation for the admission to the masters degree program.

(b) courses taken that did not result in an undergraduate bachelor's degree, but the student has achieved the total number of credit hours and sufficient general education coursework that would equate to a bachelor's degree upon evaluation of the student's transcripts.

(c) the student does not have an undergraduate bachelor's degree, but has taken enough bachelor's level courses, plus additional non-accredited courses, seminars, or on-the-job training and work experience (as evaluated by the Registrar, Dean, and Academic Affairs Committee based on acquired knowledge and skills from life experiences of the student which are equivalent to that provided in the classroom and which can be verified and properly documented) to demonstrate competence and knowledge of the subject to allow entrance into the masters program. See page ~ in this Catalogue for instructions on Special Student Status.

⁷ Work experience or training which substitutes for an earned degree must include at least two years in an organization where the applicant has oversight responsibility over budget, financial and people resources. The applicant's work experience or training must have included exposure to planning and assessing external environments that involved economic, financial and marketing factors.

administrative roles. Students without such prior experience will be placed in probationary admissions⁸ status until they demonstrate involvement in such roles during their tenure as MBA students.

c. English Language

Each student must demonstrate English-proficiency (1) by showing that it is his/her native language, or (2) by exhibiting sufficient English-language capabilities to succeed in the classroom and in the BGU MBA program as measured by a score of not less than 80 on the internet-based TOEFL or TOEFL-equivalent exams.

d. Graduate Management Admission Test (GMAT) or Graduate Record Examination (GRE)

Students must obtain a minimum score of 450 on the GMAT exam or equivalent GRE score as another measure of capabilities of succeeding in the classroom and program. Exceptions to this requirement may be made at the BBS Dean's discretion based on the student's prior successful academic work, the student's demonstrated competency in other settings, or in those places where the GMAT and GRE are not available to the student locally or on-line. The BBS Dean is also authorized to place persons who have not taken the GMAT or GRE in a probationary status until they demonstrate competency in graduate-level work in the BGU MBA program or have taken the GMAT or GRE and received the required score.

e. Prerequisite Courses

The MBA requires four courses (12 credits) as Prerequisites to provide the student with sufficient business background and technical skills to enter into the 36-credit hour program. Any or all of the three courses may be waived upon petition to the Registrar and BBS Dean through demonstration of (1) prior college or university similar course completion, or (2) significant prior work experience covering the course material as delineated in the course descriptions and syllabi. The student will be placed in probationary admissions status until these courses are completed, but will be allowed to take up to twelve (12) hours of other MBA courses prior to having completed the Prerequisite(s).

The "Prerequisite Courses" for the MBA can be waived for prior undergraduate business courses or prior work experience upon petition to the BBS Dean. These courses are necessary to bring students to a basic competence level in accounting, finance, and economics (both macro and micro). While marketing and management are sometimes included in these prerequisite courses by other institutions, particularly those with AACSB accreditation in two-year programs full-time, those important topical areas will be introduced to the students in the existing course set.

6. Advanced Standing

If students have accumulated credits from other academic institutions which they feel may be applicable to the MBA, they may petition the AAC at the time of admission for advanced standing entrance into the MBA degree, transferring in approved credits at the transfer credit rate up to a maximum of 18 credit hours. It is in the sole discretion of the AAC to determine which courses may be transferred in and which requirements or electives they will replace.

⁸ Students will not be fully enrolled and cannot take more than 12 hours of course work until they have demonstrated they are concurrently involved in ministry or organizational leadership/administrative role subject to the Dean's approval.

7. Degree Requirements

a. Academic Achievement

- i. Grades: Students working toward the MBA degree shall complete 36 semester credit hours by taking coursework in each of the core curriculum sections specified below. Students must maintain a 3.0 grade point average (GPA) to meet MBA degree requirements. See the section on Grading on page 28 of this Catalogue for policies related to grade changes.
- ii. Courses—The Contextualized Core, Concentrations and Application: The 36-credit hour requirement consists of ten 3-credit courses listed below as “Core Courses” for 30-credit hours and an “Immersion Core” for 6-credit hours. The Core Courses will be contextualized to the international locale in which the MBA program is offered and will focus on the key elements for managing businesses in that place in today’s environment. In certain locales, at the discretion of the BBS Dean, “Concentration Courses” or “Alternative Learning Experiences” courses may be substituted for specified Core Courses to allow the students to focus on the most appropriate business learning experience for their context. See the Curriculum chart below for specifics.
- iii. Application Core: Students in the MBA program will conclude their program with their choice of any one of the following five options from the application or “Immersion Core.” It is this combination of theory and practice in the field of the candidate’s choosing that distinguishes this program from other programs that focus only on academic and experimental research. Regardless of the option selected, the Immersion Core courses will include a final written Project Proposal that must be approved by the AAC upon recommendation of the BBS Dean. The Proposal must be in proper form and make a unique contribution to the body of Christian ministry knowledge or of mission, institutional or business practices. The student will pick one of the following five options:
 - a) The Capstone Project (MSC 691—6 credits): This option is only available after a Request for Candidacy and a formal Project Proposal have been approved by the AAC as explained above; *OR*
 - b) The Mini-Capstone Project (MSC 692—3 credits) *and either* an Urban Field Experience (PRM 606—3 credits) *or* the Community Development – Fresno (PRM 608—3 credits) course. Either or both of these courses can be taken at any time during the MBA degree program. The Project portion is only available after a Request for Candidacy and a formal Project Proposal has been approved by the AAC; *OR*
 - c) An International Field Experience (MIS 605—6 credits): This course can be taken at any time during the MBA degree program. The Project Proposal option within this course’s syllabus is required, but the Proposal must receive prior approval by the BBS Dean and the Professor of Record; *OR*
 - d) An International Business Experience—doing Business in Country To Be Determined. This course can be taken at any time during the MBA degree program, but only after a Project Proposal has been approved by the BBS Dean and the assignment of a Professor of Record.

- 1) Application Core Advisor: Students in the MBA program will consult with an Advisor before selecting their Immersion Core option to determine the best way that their experience might effectively integrate both theory and practice of ministry. The Professor of Record may serve as the student's Advisor for the selected option. Alternatively, a student may choose an Advisor from an "Approved Advisor" list to function as the primary mentor on the final project or may submit the vitae of someone not on the approved list to the AAC for approval. (See Master's Final Project Handbook on the BGU website.)
- 2) Alternatives: Certain alternative learning experiences may be undertaken with special approval of the BBS Dean and the AAC. These include an Independent Study and Internship.

b. Request for Candidacy (Graduation)

Students who have completed approximately three quarters of their degree program (generally 30 credits toward their degree) may apply for candidacy, i.e. graduation track status. The AAC will make the final decision as to whether the student qualifies for candidacy and will be admitted into the final stages of the degree program. Each Request for Candidacy will include the following procedures:

- i. The prospective candidate will have fulfilled all entrance deficiencies and other conditions stipulated at the time of admission into the program;
- ii. The prospective candidate will have demonstrated a capacity for individual research, indicated by the quality of written work submitted in conjunction with course work;
- iii. The prospective candidate will submit a Request for Candidacy form to the Office of the Registrar with a copy to the office of the BBS Dean;
- iv. The prospective candidate who has chosen to do the MBA Capstone or the Mini-Capstone Project will submit a formal written Project Proposal to both the BBS Dean for review and recommendation and to the AAC for approval. A sample proposal is available from the BBS Dean's Office; and
- v. The student will have satisfactorily completed the ETS Major Field Test [4MBA] or other outcomes assessment tool used by the BBS to determine if the student has mastered the requisite skills from the MBA program.

8. Curriculum

The MBA degree consists of the following:

Prerequisite Tests		
Graduate Management Aptitude Test (GMAT) or Graduate Record Exam (GRE)		
Test of English as a Second Language (TOEFL)(if applicable)		
(Preparatory courses are available commercially on-line for these tests.)		
Prerequisite Courses (Up to 9 credits) *		
Course No.	Course Title	Credit Hrs.
For All MBA Students:		
BUS 501	• Micro-Macro Economics (on-line)	3
For All International Business Concentration Students		

	(The Ambassador Program):	
BUS 503	• Financial Accounting (on-line)	3
BUS 505	• Principles of Marketing (on-line)	3
	For All Other MBA Students & Concentrations:	
	• MBA 503 & MBA 505 (on-line)	6
	OR	
	Both of the following in-class courses:	
MSC 607	• Toolkit I: Products, Marketing and Service	3
MSC 609	• Toolkit III: The Law, Accounting and Money	3
Core Courses (30 credits) <i>(Note: Core Courses may vary by locale.)</i>		
MBA 600	Globalization and the Global Economy	3
MBA 602	Strategic Planning, Entrepreneurship and Social Responsibility	3
MBA 604	Comparative Organizational Behavior & Conflict Resolution Mgmt.	3
MBA 606	Principles of Management	3
MBA 608	Human Resources Management	3
MBA 610	Marketing Management	3
MBA 612	Technology Management	3
MBA 614	Financial Management and Capital Markets	3
MBA 616	Business Law	3
MBA 618	Business Ethics	3
Outcomes Assessment <i>(Before Request For Candidacy)</i>		
OUT 600	ETS Major Field Test (4MBA) or other outcomes assessment tool	N/A
Immersion Core (6 Credits)		
CAP 691	The Capstone Project (Project Proposal Required) OR	6
CAP 692	The Mini-Capstone Project (Project Proposal Required) AND	3
PRM 606	Urban Field Experience OR	3
PRM 608	Community Development – Fresno (if not already taken for credit)	3
	OR	
MIS 605	International Field Experience (Project Proposal Option Required)	6
	OR	
AMB 657	International Business Experience—Doing Business in Country To Be Determined (Project Proposal Required)	6
Concentration Electives (30 Credits) (with Special Approval) <i>(Note: Concentrations may vary by locale.)</i>		
Concentration: International Business —The Ambassador Program— (30 Credits in Lieu of Core Courses) (not available everywhere)		
MBA 600	Globalization and the Global Economy	3
AMB 641	International Business Management	3
AMB 643	International Trade	3
AMB 645	International Operational and Project Management	3
AMB 647	International Workforce Management	3
AMB 649	International Marketing Management	3
AMB 651	International Commercial and Trade Law	3
AMB 653	Global Strategy & Policy	3
AMB 655	Sustainable Environmental Management	3
MBA 618	Business Ethics	3

Concentration: Non-Profit & Non-Governmental Organizations		
	Students may substitute MSC 622 for MBA 602	3
	Students may substitute any two (2) courses from MASCE or MAGUM for MBA 614 and MBA 616	6
Concentration: Indigenous Tribes		
Students will substitute the following two (2) courses for MBA 614 and MBA 616:		
TRB 671	Tribal Legal, Institutional and Social Service Infrastructure	3
TRB 673	Tribal Economic Infrastructure & Development Strategies	3
Alternative Learning Experiences (with Special Approval)		
IND 605	Independent Study	3
INT 603	Internship (the number of credits is negotiable)	3
TOTAL		36

(* 12 credit hours are the prerequisites for students without sufficient academic or life background or preparation for graduate business study.)

9. Course Descriptions - MBA

BUS 501 - Micro-Macro Economics (3 credits online)

This course presents the basic principles of micro and macro economic analysis. Micro Economics demonstrates how these principles can be used to explain and predict the operation of individual businesses/firms in a modern market economy. It includes concepts of supply-demand dynamics, pricing elasticity, marginal utility, revenues and costs. Macro Economics addresses the aggregate national economic activity and data and includes explanations of GDP, current accounts, inflation, unemployment, interest rate determinations, poverty measurement tools, fiscal and monetary policy, money supply and banking systems.

BUS 503 - Financial Accounting (3 credits online)

This course studies the concepts and fundamental principles and techniques of modern business accounting practices and how to use financial accounting as an essential tool for successful business operations. It includes a survey of financial and managerial accounting with focus on analysis of financial statements, balance sheets, income statement (profit and loss statements), statements of retained earnings, T-account entry systems, cash flow, operational and capital budgeting, comparative and ratio analysis, cost frameworks and the time value of money.

BUS 505 - Marketing (3 credits online)

This course surveys the traditional Four P's (product, price, promotion, place) of marketing with an understanding of basics of market research, market analytics, consumer behavior and influencers, and changing demographics entailing new marketing models and emerging topics such as social networking, viral marketing, and internet web interfacing.

MBA 600 - Globalization and the Global Economy (3 credits)

This course helps the student identify and understand the major forms and driving forces of globalization, as well as global economic and geo-political institutions and activities, and assess their impact on business and managerial decision-making. This will necessarily involve an exploration of global markets, central bank operations, currency exchanges, and an understanding of international trade theory, practices, and institutions impact the global markets.

MBA 602 - Strategic Planning, Entrepreneurship and Social Responsibility (3 credits)

This course studies the role of strategic planning, both entrepreneurial and global, in today's business climate, with special emphasis on business planning for a start-up business, defining its values and multiple bottom lines, functional analysis approaches, organizational systems, process and controls for promoting social projects, and employee empowerment in both the domestic and international contexts. It will focus on human and corporate accountability for using the world's resources. Students will undertake studies of both the Corporate Social Responsibility movement and its Judeo-Christian values driven counterpart, Business as Mission (BAM).

MBA 604 - Comparative Organizational Behavior and Conflict Resolution Management (3 credits)

This course helps the student understand the basics of organizational behavior and the complexities of modern organizations, with a focus on achieving functional, sustainable, personally and professionally rewarding organizational dynamics. It explores how cultural and theological differences impact organizational behavior and effectiveness while examining and applying the differing approaches and skills necessary for organizational improvement in different cultural settings and culturally diverse environments, all with a Judeo-Christian worldview. It also examines the range of conflict resolution approaches, techniques and resources available to the modern business manager, such as negotiation, mediation, arbitration and litigation, with special emphasis on cross-cultural business contexts.

MBA 606 - Principles of Management (3 credits)

This course gives an advanced overview of the field of management from the perspective of a manager who wishes to be effective and also hold to Judeo-Christian principles as they apply in the marketplace. It will utilize exercises, lectures, discussions, readings, and cases to study the micro and macro aspects of organizations. It is designed to balance theory in and application of the managerial activities of planning, organizing, directing/leading, coordinating and controlling. The values implicit in different management approaches will be evaluated in light of Scripture.

MBA 608 - Human Resources Management (3 credits)

This course examines all aspects of those formal and informal systems within an organization to ensure the effective and efficient use of people, their gifting and talents, to accomplish the goals of the organization. This requires an understanding of human resource planning, employment related laws, job analysis, recruitment, hiring, training and development, performance management, compensation and benefits, employee and labor relations, all from an advanced, value-driven basis that addresses concepts of employee empowerment and joy at work.

MBA 610 - Marketing Management (3 credits)

This course introduces the student to managerial marketing concepts, strategies, and tactics. It builds upon traditional domestic analysis models of marketing "mix" decisions, i.e. product design, branding, packaging, labeling, pricing, distribution, and channels of advertising and communications, including the Judeo-Christian perspective of truth, non-conformity to the world, and holiness-seeking. It helps the student identify significant regional economic markets and demonstrate how to qualify and quantify their potential by using various market research tools, including segmentation, differentiation, and targeting techniques.

MBA 612 - Technology Management (3 credits)

This course introduces students to the use of computer and information systems technology in business operations and management. The computerized information system is treated as

a strategic management tool that can be used to reduce uncertainty and enhance the effectiveness of the decision-making process. Major topics include the uses and types of information systems, computerized business applications, ethical issues, and the acquisition, development, implementation and maintenance of information systems.

MBA 614 - Financial Management and Capital Markets (3 credits)

This course studies the sources and uses of funds in modern business firms. It examines the various types of corporate capital structures, including basic corporate treasury operations, with particular focus on various short and long-term financing instruments, corporate-dividend policies, repurchases of stock/debt, dealing with rating agencies, debt and stock markets, hedging, IPOs, private-equity funding, and venture-capital markets.

MBA 616 - Business Law (3 credits)

This course systematically addresses the dominant systems and areas of secular law that make up the legal environment of business, with special emphasis on contracts, agency, torts, product liability, strict liability, intellectual property and bankruptcy. These will be discussed from a secular and Judeo-Christian context and will focus on both United States and foreign legal systems. The course will also seek to convey the dynamics of the law, as well as future trends and their implications, especially as they relate to managers of businesses, government agencies and charitable organizations, in the locale where the class is being taught.

MBA 618 - Business Ethics (3 credits)

This course examines the growing chronic failure of corporate character development and ethical behavior globally, by examining the pervasive, pandemic, global corruption in business and government, the recent corporate scandals and misguided practices. These practices will be contrasted with the burgeoning, redemptive best practices and models of corporate social responsibility and business as mission. It will focus on what ethics and values are, examine various statements of ethical values from international, national, corporate, professional and religious organizations, and engage the class in an attempt to develop a statement of universal principles to guide each student's individual life and professional practices.

AMB 641 - International Business Management (3 credits)

This course systematically addresses the challenges of international and transnational management, with special emphasis on: the political, economic, legal, and technological environments facing international business ventures; the role of culture in cross-cultural business communications, negotiations, and decision making; the formulation of strategies for penetrating international markets, including the role of strategic alliances, organizational structure, and coordinating systems; the special nature of managing human resources globally; the unique social responsibilities and ethical challenges of multi-national corporations; and the Judeo-Christian implications of managerial decisions in these areas.

AMB 643 - International Trade (3 credits)

This course introduces the students to both the theories of international trade and their practical application in the business world. This will include an understanding of how trade policies impact global commerce and the managerial decision-making processes, with special queries about the underlying values in (or absent from) such policies. It will also address the practical processes that characterize international trade, including import/export methods, institutions, instruments and rules, supply chain dynamics and case studies, EXIM Bank programs, outsourcing, letters of credit, trade barriers, insurance, international collections, and international transportation.

AMB 645 - International Operational and Project Management (3 credits)

This course develops the student's understanding of statistical process planning, design, and control through use of Six Sigma, Capacity and Location Planning, Schedule Management, Supply Chain and Logistics Management (SCM), Inventory and Lean Management, Enterprise Resource Planning (ERP), and Customer Relationship Management (CRM). Additionally, factors necessary for successful Project Management will be explored, including how to define rules, roles and measurement techniques for the project (including those with a Judeo-Christian theological perspective borrowed from Dennis Bakke's book, *Joy at Work*), Risk Management, the role of the Work Breakdown Structure (WBS) in Project Management, and the evolution of Enterprise Project Management (EPM).

AMB 647 - International Workforce Management (3 credits)

This course examines how to develop and manage global workforces with attention to cultural, social, religious, political and economic systems, and differences in labor laws and traditions. Special emphasis will be given to the different views of "work" within various cultural contexts and how to integrate that into a business's practices, especially hiring, compensation, promotion, performance appraisals, discipline, and separation. Discussions will also address issues of rightsizing and outsourcing, team utilization, and expatriate challenges, including a God-centered, people-focused theological viewpoint.

AMB 649 - International Marketing Management (3 credits)

This course introduces the student to international managerial marketing concepts, strategies, and tactics in both developed and developing countries worldwide. It builds upon traditional domestic analysis models of marketing "mix" decisions (product design, pricing, distribution, and channels of advertising and communications, including the Judeo-Christian perspective of truth, non-conformity to the world, and holiness-seeking) with a global, polycentric focus. It helps the student identify significant regional economic markets and demonstrate how to qualify and quantify their potential by using various market research tools, including segmentation, differentiation, and targeting techniques.

AMB 651 - International Commercial and Trade Law (3 credits)

This course will examine the international trade systems, laws, principles, and practices (INCO terms, CISG, GATT, WTO rules involving tariff calculations, non-tariff barriers, anti-dumping, TRIPs and National Treatment, MNF status, and Dispute Settlement Resolution, documentary letters of credit, regional economic alliance rules from UN treaties and NAFTA, APEC, ASEAN and the EU) as they relate to commercial transactions and trade practices between individuals, corporations, NGOs, and governments. This examination will have a global focus, including the Judeo-Christian worldview.

AMB 653 - Global Strategy and Policy (3 credits)

This course examines the issues of core competencies, expansion around the core, Strategic Alliance development, traditional and emerging strategic models such as SWOT, Balanced Scorecard, and Strategy Maps plus organizational learning and innovation/information transfer, crisis management strategies, and the integration of operations, organizational behavior, finance, accounting, marketing, economics, and a Judeo-Christian theological worldview through a variety of management models, readings and case studies.

AMB 655 - Sustainable Environmental Management (3 credits)

This course gives the student an understanding and appreciation of the relationships between traditional and emerging management principles, economies, and ecosystems. Its central focus is on understanding the basic concepts of ecological and corporate sustainability, and the inherent tension between them. The student will learn legal, political, and social systems approaches to tools and techniques for greening companies; analyze

current environmental issues, including biodiversity, genetic modification of food products, global warming, conservation, negative externalities, human-dominated ecosystems, and demographics; and examine how physical structures, plants, land, air, water, chemical and even capital can create environmental degradation (or enhancement) by corporate entities. The student will undertake case studies of inappropriate and appropriate private and public sector practices and policies on a local, national, and global scale, all from a Judeo-Christian worldview of stewardship.

TRB 671 - Tribal Legal, Institutional and Social Services Infrastructure (3 credits)

This course explores the current laws, treaties, regulations and governmental institutions that define the Native American governance system and that promote (or inhibit) tribal abilities to provide needed public services. In so doing, it addresses the broader issues of public policy formulation in a tribal environment and explores entrepreneurial approaches to providing public and private social services on Native American reservations in areas such as health, sanitation, medical, education, housing, safety, homelessness, elder care, youth programs, substance abuse, homelessness, rehabilitation, poverty and unemployment.

TRB 671 - Tribal Economic Infrastructure and Development Strategies (3 credits)

This course addresses the need for economic development on many Native American reservations and the current approaches, successes and failures. It seeks to define economic development within the reservation context and examines what the goals of that development might be and how those goals are formulated within the reservation context. It discusses the complex network of stakeholders both on and off the reservation and their disparate political, social and economic agendas and how those benefit or impede effective, sustainable development and a culture of dependency. It also addresses the unique problems facing reservations in the need to provide such basic economic infrastructure and public services to individuals, households, and institutions as roads, utilities, water, sewer, electricity, gas, cable, telephone, internet connectivity, and transportation. Given the proud heritage of the Indians, the course examines their will and capacity for making the reservations show-cases of healthy, vibrant social and civic life.

CAP 691 - The Capstone Project (6 credits)

The Capstone Project integrates both theory and practice through social and/or civic entrepreneurship. It is this combination of theory and practice in the field of the candidate's service that distinguishes this program from other programs that focus only on academic and experimental research. The final project is to be written in proper form and must make a unique contribution to the body of Christian ministry knowledge or to mission, institutional or business practices. All final projects must be discussed with the BBS Dean or his appointee prior to the student submitting his/her Project Proposal to the ACC and the appointment of an Advisor. The student may choose an advisor from an "Approved Advisor" list to function as the primary mentor on the final project or may submit the vitae of someone not on the approved list to the BBS Dean and the AAC for approval.

The Project cannot be undertaken until after a Request for Candidacy and the formal written Project Proposal are approved by the ACC. (See above under Degree Requirements.)

CAP 692 - The Mini-Capstone Project (3 credits)

The 3-credit Mini-Capstone Project will be a smaller version of the 6-credit Capstone Project (see the description under the Capstone Project immediately above for relevant requirements and procedures). During the student's consultation with the BBS Dean or his appointee, the proper scope and topic of the Project will be discussed. The Project cannot be undertaken until after a Request for Candidacy has been approved by the AAC and an Advisor has been appointed. (See above under Degree Requirements).

MIS 605 - International Field Experience (3 credits)

This course is an international trip focusing on core elements of cross-cultural experience and interpretation. This plunge provides students with an international learning experience taught by BGU faculty and guest lecturers. The specific locations change from year to year but are all designed to provide a different approach to the subject of the post-colonial realities of the Church, mission and business in the world, acknowledging that 80% of the world's Christians do not live in North America or Western Europe. This course also explores theological issues unique to the host context and exposes students in that context to host theologians, practitioners and businesses. For example, see MIS 605a (China), MIS 605d (India) (Africa), MIS 605e (Latin America) and MIS 605m (Manila).

AMB 657 - International Business Experience—Doing Business in Country To Be Determined (6 Credits)

This course is a version of either an independent study or an internship in which the student, through his/her own or BGU's contacts, contracts to perform an in-depth study of a private company or industry that is either located in a foreign country or is engaged in international commerce or the "business climate" of a given country. This will include a Strategic Country/ Area Analysis, if appropriate, and on-site research through one or more information-gathering trips. A Project Proposal must be approved by the AAC before the study can be undertaken for BGU credit in the student's business program. It is to be written in proper form and must make a unique contribution to the body of international business study and/or practices. All Proposals must be discussed with the BBS Dean or his appointee prior to the student submitting his/her Project Proposal to the ACC and the appointment of an Advisor. The student may choose an advisor from an "Approved Advisor" list to function as the primary mentor on the final project or may submit the vitae of someone not on the approved list to the BBS Dean and the AAC for approval.

IND 605 - Independent Study (3 credits, unless otherwise approved)

The independent study is designed to allow the student to pursue graduate-level study on his/her own under the guidance of a supervising faculty member. The study may be appropriate in meeting the core requirements when the student demonstrates an inability to be present with his/her cohort. It may also be pursued as an alternative learning path when the student has a special area of study that will meet the requirements of his/her chosen Concentration. The goal of the business degrees and this independent study is to help equip the student for critical thinking and reflection about complex business issues in an urban or international setting. The proposed topic of study should be consistent with that goal, especially where those business issues coincide (or conflict) with social issues of poverty, diversity, and social justice, and can ignite a search for alternative business approaches to deal with those issues in context.

INT 603 - Internship (3 credits, but negotiable)

The internship is designed to give the student an in-depth experience in a business, either domestic or international. The employing organization must be able to demonstrate that it can and will utilize the student in meaningful ways that produce a high degree of learning outcomes and exposure to the realities of that organization, its industry and its context. The goal of the business degrees and this internship is to help equip the student for critical thinking and reflection about complex business issues in an urban or international setting. The proposed topic of study should be consistent with that goal, especially where those business issues coincide (or conflict) with social issues of poverty, diversity and social justice, and can ignite a search for alternative business approaches to deal with those issues in context.

The participating entity will be required to sign an agreement with BBS and the student outlining the details of the internship. Any student desiring to undertake an internship will be required to submit an Internship Proposal to the BBS Dean for approval. The student should contact the BBS Dean's office to obtain information about participating entities and the format for the Internship Proposal and to schedule an appointment with the Dean. All Internships must be approved by the BBS Dean.