Available on the Jackson and Germantown Campuses and Online

The MBA Program

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

Program Emphasis

The Union MBA offers a flexible course of study with entry points in August, October, January, March and June each year. Courses are offered either fully online or through a hybrid integration which blends online with face-to-face interaction. Combined, this gives working professionals and full-time students the ability to complete a top quality AACSB accredited MBA in 12, 18 or 24 months.

Courses in the Union MBA are taught by faculty who combine practical work experience with strong academic backgrounds. The combination of professional and academic qualifications provides a rich and relevant classroom experience for our graduate students.

There are twelve (3-hour) courses in the Union MBA. To complete the program, students may choose to complete the traditional MBA program, or obtain a concentration in Accounting, Human Resources, Leadership, or Marketing. Students may also choose a Thesis option to complete the MBA upon the approval of the Graduate Program Director.

Expected Outcomes

The program strives to achieve the following learning outcomes:

1. Each student will apply methods from a variety of disciplines to solve business problems.
2. Each student will demonstrate knowledge of the ability to lead in team situations—to motivate and influence others in order to achieve organizational goals.
3. Each student will be an effective communicator with the ability to prepare and deliver oral and written presentations using appropriate technologies.
4. Each student will be skilled in critical thinking and decision-making, as supported by the appropriate use of analytical and quantitative techniques.
5. Each student will demonstrate the ability to make personal and business decisions based on values informed by the Christian worldview.

Dual-Degree Options

Dual Degree options are offered in conjunction with the College of Nursing, the College of Pharmacy, the School of Social Work, and the School of Theology and Missions. Interested students enrolled in either the Master of Science in Nursing, Doctor of Nursing Practice, Doctor of Pharmacy, Master of Social Work, or Master of Christian Studies programs may apply for the MBA dual-degree option. The design of these programs reduces the total courses required to complete both degrees. All regular admission requirements must be met.

Dual Degrees may be obtained within the McAfee School of Business between the MBA and the Master of Accountancy (MAcc). Six hours earned in the MBA program may be counted in the MAcc.

A dual degree has been established with the Southern Baptist Theological Seminary (SBTS). According to this agreement Union will accept six hours from SBTS Master of Divinity courses, and Southern Seminary will accept twelve hours from Union’s MBA program.

Students should seek advice from each respective program regarding these options. In all dual degree options, at least 60 total hours must be completed for the dual degree. Applicants to dual degrees must apply to and be accepted to each program separately, per current admission requirements of each program.

Plus 1 Year MBA Option

After admission to the MBA program, Union undergraduate students may take up to 9 hours of MBA courses after earning senior classification. Additional graduate hours may be taken upon approval of the Graduate Program Director. All regular admission requirements must be met except the requirement to possess a bachelor’s degree and take the GMAT/GRE.

Admission Information

Regular Admission Requirements

1. One of the following:
   a. a bachelor’s degree from an institutionally accredited university with a minimum 3.0 GPA or
   b. a bachelor’s degree from an institutionally accredited university with a minimum 2.5 GPA and two years relevant work experience or a 450 GMAT score, (or GRE equivalent)
2. Complete application (with a resume and two references) for the MBA program, with application fee,
3. Sign the Union University Community Values Statement for Adult/Non-traditional Students,
4. Official transcript(s) from the awarding institution showing award of the highest degree earned and any requested transfer credits.
5. Completion of a letter of application or 3-minute video application.
6. For students from countries where English is not the recognized first language, TOEFL test results of 80 or higher is required.
Waiver of GMAT/GRE Requirement

Applicants may receive a waiver of the GMAT or GRE requirement if they meet one or more of the following conditions:

a. Applicants with a graduate degree earned from an institutionally-accredited college or university.
b. Applicants with at least five years of professional or managerial business experience.
c. Students pursuing a dual degree at Union University in the Doctor of Pharmacy, the Master of Science in Nursing, the Doctor of Nursing Practice, Master of Social Work, or Master of Christian Studies programs.
d. Recent (5 years or less) graduates from Union University with the Bachelor of Science in Business Administration degree and a cumulative GPA of 3.0 or greater.
e. Recent (5 years or less) graduates from an institutionally-accredited institution with a degree in a STEM (science, technology, engineering, mathematics) discipline.

Applicants must complete a request for waiver of the GMAT/GRE requirement during the application process. Requests for waiver will be considered by the Graduate Business Admissions Committee. If approved, the applicant will be admitted without the requirement to submit a GMAT or GRE score.

Prerequisites

Graduate Business Foundations (MBA 602) will be required of all students without an undergraduate or graduate business major. In the case of Union University students, a minor in business administration will also suffice. MBA 602 will not count towards the hours required 36-hours to complete the MBA program.

The Graduate Program Director may recommend or require the completion of preparatory courses, self-study, or other work prior to enrollment.

Conditional Admission Requirements

Conditional admittance may be granted to a student after review by the Graduate Admissions Committee. Conditional admittance allows a student to take up to 6 hours of coursework after completion of MBA 602 Graduate Business Foundations. A student earning a 3.0 or greater GPA in the first 6 hours beyond foundations coursework removes conditional admittance status.

Extraordinary cases beyond these guidelines will be reviewed by the graduate admissions committee. These cases will include a personal interview with at least one member of the graduate admissions committee.

Transfer of Credit

Normally, up to six hours of graduate credit for courses earned within the last five year from an AACSB accredited school of business or equivalent may be transferred to Union University. No grade less than “B” may be transferred.

Academic Suspension

A student enrolled in the MBA program will be suspended from the program upon earning three grades of “C” or below. In an effort to remove these grades while suspended from the MBA program, the student may repeat those courses in which a “C” or below has been received to remove the suspension and continue progress toward graduation. According to university Academic Probation and Suspension Policy in this catalogue, a student may only repeat a course one time.

Graduation Requirements

1. Completion of 36 hours to include 24 hours of MBA core and 12 hours electives. Unless noted, courses are 3 hours.

   MBA core—24 hours

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
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<tbody>
<tr>
<td>MBA 601</td>
<td>MBA Orientation (0 hours)</td>
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<tr>
<td>MBA 610</td>
<td>Managerial Economics</td>
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<tr>
<td>MBA 613</td>
<td>Analytical Managerial Accounting</td>
</tr>
<tr>
<td>MBA 620</td>
<td>Ethical Management</td>
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<tr>
<td>MBA 625</td>
<td>Managerial Finance</td>
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<tr>
<td>MBA 628</td>
<td>Strategic Marketing</td>
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<tr>
<td>MBA 642</td>
<td>Strategic Management</td>
</tr>
<tr>
<td>MBA 648</td>
<td>Organizational Behavior</td>
</tr>
<tr>
<td>MBA 653 OR 635</td>
<td>Operations Management OR Business Analytics</td>
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</tbody>
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2. Accounting Concentration—12 hours

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
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<tbody>
<tr>
<td>MBA 632</td>
<td>Human Resource Management</td>
</tr>
<tr>
<td>MBA 633</td>
<td>Employee Training and Development</td>
</tr>
<tr>
<td>MBA 634</td>
<td>Human Resource Strategy</td>
</tr>
<tr>
<td>Select</td>
<td>3-hour MBA elective</td>
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3. Leadership Concentration—12 hours

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
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<tbody>
<tr>
<td>MBA 621</td>
<td>Business &amp; the Legal Environment</td>
</tr>
<tr>
<td>MBA 622</td>
<td>Social Issues in Management</td>
</tr>
<tr>
<td>MBA 639</td>
<td>Executive Leadership</td>
</tr>
<tr>
<td>Select</td>
<td>3-hour MBA elective</td>
</tr>
</tbody>
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4. Marketing Concentration—12 hours

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
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</thead>
<tbody>
<tr>
<td>MBA 636</td>
<td>Digital Marketing</td>
</tr>
<tr>
<td>MA 637</td>
<td>Marketing Decision-Making</td>
</tr>
</tbody>
</table>
MBA 638  Selling Strategies
Select  3-hour MBA elective

5. Business Analytics Concentration—12 hours
Course  Title
MBA 635  Business Analytics
MBA 624  Data Management in Business
MBA 641  Data Visualization
MBA 616  Advanced Analytics & Information Systems

6. Healthcare Management Concentration—12 hours
Course  Title
MBA 639  Executive Leadership
Select 3 from:
646: Issues in Healthcare Management
644: Healthcare Finance
645: Healthcare Marketing & Management
643: Strategic Negotiations & Conflict Resolution

7. Supply Chain Management Concentration—12 hours
Course  Title
MBA 653  Operations Management
MBA 624  Data Management in Business
MBA 623  Supply Chain Management
MBA 635  Business Analytics

B. MBA Thesis Track—12 hours
Course  Title
MBA 690 (3-6 hours)  Thesis
Select  6-9 hours MBA electives

C. Dual Degree Options
1. MSN/MBA—12 hours
Course  Title
NUR 528  Nurse Administration & the Law
NUR 535  Nursing Quality Management
NUR 548  Organizational Behavior & Leadership
NUR 615  Resource Management

2. DNP/MBA—12 hours
Course  Title
NUR 710  Methods for Evidence-Based Practice
NUR 715  Technological Transformations
NUR 725  Health Care Policy & Economics
NUR 730  Epidemiology

3. Pharm.D./MBA—12 hours
Course  Title
PHRM 700  Introduction to Pharmacy
PHRM 735  The Union Pharmacist
PHRM 744  Pharmacy Jurisprudence

PHRM 765  Pharmacoeconomics
PHRM 772  Literature Evaluation
PHRM 759  Population Health

4. MSW/MBA—12 hours
Course  Title
SW 623  Theory & Ethics for Advanced Practice
SW 631  Practice & Program Evaluation
SW 650  Advanced Practice with Individuals & Families
SW 660  Advanced Practice in Community Development

5. MCS/MBA—6 hours
Course  Title
MCS 538  Christian Leadership
MCS 517  Spiritual Formation

6. Southern Baptist Theological Seminary MDiv/ MBA—6 hours from the following SBTS courses:
Course  Title
SBTS 40080  Christian Leadership
SBTS 29250  Survey of Christian Ethics
SBTS 32960  Introduction to Missiology
SBTS 34300  Introduction to Biblical Counseling

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

Financial Information
There are three methods of payment for the program.
1. One-hundred percent of tuition expense for the entire program before the first night of class. Interest will be assessed on the unpaid balance at the rate of 1.5% per month.
2. The payment of tuition as billed monthly as a result of courses registered. Interest will be assessed on the unpaid balance at the rate of 1.5% per month.
3. FACTS payment plan. Please see details at www.uu.edu/admissions/financialinfo/facts/
4. Tuition reimbursement is offered by many employers. The University allows the completion of the current student schedule to meet eligibility requirements for payment. Prompt payment is requested to prevent interruption of registration.
5. All financial information is subject to change without notice.

Tuition is $675 per semester credit hour.
The following are non-refundable fees:
Application Fee: .......................................................... $25
General Student Fee: .................................................. $25/hour

Financial Assistance
Financial aid information for graduate students is available on our website at www.uu.edu/financialaid. Generally, graduate students may be eligible for Federal Direct student loans or
private alternative student loans, depending on the program of study and the eligibility of the borrower. Union University is also approved by the Department for Veterans Affairs to offer educational benefits to veterans, reservists, and dependents of veterans who qualify for Veterans Benefits. Any person who qualifies for VA Benefits should check with the Office of Student Financial Planning as soon as possible after acceptance into a graduate program.

Course Descriptions: Graduate Business Programs

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.

602. Graduate Business Foundations (3)
A review of foundational concepts in financial accounting, microeconomics, management, and business statistics. This course may be satisfied with equivalent undergraduate coursework.

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.

616. Advanced Analytics & Information Systems (3)
This course prepares students to understand the importance of data analytics and information systems in accounting and business. Emphasis is given to using data to create value and minimize risk in financial reporting and daily operations of economic organizations.

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.

623. Supply Chain Management (3)
This course provides a broad overview of key supply chain strategies, issues and challenges. Successful supply chain management requires cross-functional integration of key business processes within the firm and across the network of firms that comprise the supply chain. The challenge is to determine how to successfully accomplish this integration.

624. Data Management in Business (3)
This course is designed for managers looking to manage messy or unstructured data for the sake of connecting to APIs, and other business uses. Assignments are grouped based on the student’s path: Business Analytics and/or Supply Chain Management (TBD). This course helps students to learn how to manage data by choosing an Excel or Python path.

625. Managerial Finance (3)
Prerequisite: 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)
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)
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)
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 Analytics (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.

636. Digital Marketing (3)
This course provides an understanding of social media with a focus on best practices and business applications of this platform for communication.

637. Marketing Decision-Making (3)
This course covers the theories, frameworks, concepts, and tools that identify the core elements that drive consumers and organizations to purchase/source products and services.

638. Selling Strategies (3)
This course provides practical insight into the sales process including an understanding of the sales process and develops the skills necessary for success in the sales profession.

639. Executive Leadership (3)
This course examines the field of leadership within organizations at the executive level. Topics include leadership characteristics (e.g., IQ, personality), top management team dynamics, executive ethics, leadership development, networks, and inspirational/ visionary leadership.

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.

641. Data Visualization (3)
The goals of this course are to understand how visual representation can help in the analysis and understanding of complex data, how to design effective and interactive visualizations, and how to convert messy and unclean data into something fit for analysis.

642. Strategic Management (3)
Prerequisites: MBA 625
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.

644. Healthcare Finance (3)
This course shall explore advanced principles and techniques in healthcare financial management. The healthcare finance course focuses on financial management methods for healthcare organizations. The primary objective of this course is to impart administrative/managerial knowledge and financial/ accounting theory and technique required in managing healthcare organizations within today’s healthcare marketplace.

645. Healthcare Marketing & Management (3)
The objectives of this course are to understand the dynamics and trends of the evolving healthcare system, to review managed care’s impact on pharmaceutical marketing and to develop strategies for success with the managed care customer. Students will learn to assess managed healthcare market segments, to determine the needs of this customer and to identify the potential business opportunities for their company’s brands.

646. Issues in Healthcare Management (3)
This course examines the role of disruptive innovation in healthcare through the use of technology. Emphasis is on how healthcare innovation is utilized to enhance patient care, increase patient access to health services, reduce costs of health expenditures, and improve operational efficiency for health care organizations and integrated health delivery systems.

647. Advanced Digital Marketing & Analytics (3)
This course teaches students to develop methods of driving conversions through both paid and organic techniques. This course takes a strategic approach to implementing a digital marketing campaign and delves into decision-making involving digital marketing assets including but not limited to SEO, UX, paid search and display advertising, website optimization and analytics.

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)
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 (0-2 each semester, 3 to 6 hours total)
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 advisor will work with the student to create a syllabus which will outline time and work expectations. This syllabus must be submitted to the Director of Research for consideration and approval prior to registration. Students will receive a letter grade for each separate enrollment of their thesis hours.

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

579PF. External Domestic Study Programs (Pass/Fail)
As Needed
All courses and their applications must be defined and approved prior to registering.

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

580PF. Study Abroad Programs (Pass/Fail) As Needed
All courses and their applications must be defined and approved prior to registering.

585-588. 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 (0-4)