

# MASTER OF BUSINESS ADMINISTRATION

<https://business.pacific.edu/business/academics/master-of-business-administration>

## Degree Offered

Master of Business Administration (MBA)

### MBA Concentrations:

Business Analytics

Finance

Healthcare and Practice Management

Leadership

## Mission

The Eberhardt School of Business develops knowledgeable, innovative business leaders in a personalized, experience-based learning environment and produces scholarship that contributes to disciplinary knowledge, informs teaching, and advances the practice of business.

We share a set of underlying principles that govern our behaviors and our ability to achieve our mission. These include:

- Maintaining a student-centered learning environment;
- Educating the whole person;
- Stimulating intellectual growth;
- Maintaining a mutually supportive community of faculty, staff and students;
- Engaging external stakeholders;
- Promoting excellence;
- Being socially responsible;
- Behaving ethically and with integrity;
- Providing service to the university, community and profession.
- Degree programs offered by the Eberhardt School of Business are designed to fulfill this mission and to provide the educational breadth and depth tomorrow's leaders will need.

## Program Overview

The Master of Business Administration is designed to meet the needs of the business leaders of the 21st century. The 36 credit academic requirements allow the program to be completed in three semesters, the program is offered on a semester basis all year around, which makes it possible to be completed in as little as 12-months. Students will complete eleven three credit courses and two weekend "residencies" (one and a half credits each) focusing on elective or other specific competencies. The remaining classes will be offered online, asynchronously. Working in teams, students will complete a "capstone" project focusing on a current business topic.

## Graduate Admission Requirements

Admission to the Eberhardt School of Business Master of Business Administration is competitive and based on criteria which indicate a high promise of success. Performance in prior coursework and, any relevant work experience, are indications of future success.

Individuals with an undergraduate degree from a regionally accredited institution, regardless of field of study, are eligible to apply for admission to the Pacific MBA program. Admission is based on a combination of factors including academic and professional achievement, strong communication skills and a proven record of effective leadership.

Applicants can also demonstrate that work experience, military service or other relevant experience would qualify them for admission.

While we do not require GMAT or GRE scores, students who have successfully completed undergraduate courses in college algebra, pre-calculus, statistics, accounting finance, or other quantitative subjects will be the most successful. The admission process will involve a holistic review of each applicant's background and experiences.

The following will be required for admission:

- Bachelor's degree from a regionally accredited institution of higher education in the United States, or a foreign institution of acceptable standing with a 3.0 or higher GPA
  - Applicants with a GPA between 2.65-2.99 may be considered if they have relevant work experience or certificate coursework completed that speaks to their ability to be successful in the program.
- Official transcripts from all post-secondary institutions
- Resume
- Two letters of recommendation

We also offer academic credit for professional experience demonstrated by a credential and/or prior and commensurate academic experience. Students who wish to apply for this credit will be expected to take an exam demonstrating their proficiency in the subject matter.

- **Full time status**- A student taking over 9 credit hours per semester.
- **Part time status** - A student taking 9 or fewer credit hours per semester.

### Learning Outcomes

#### Demonstrate Critical Thinking/ Decision making

Each student will be able to identify business problems, define objectives, gather, and analyze information, and evaluate risks and alternatives.

#### Demonstrate basic and advanced knowledge and skills in business disciplines

For each business discipline, each student will demonstrate basic and advanced knowledge of business principles, concepts, theories, and perspectives and will be skilled in the use of business procedures, methods, strategies, and approaches. The business disciplines are Marketing, Management, Finance, and Accounting.

#### Demonstrate Teamwork & Leadership

- Each student will work effectively with others as a colleague and as a manager. This includes: Teamwork. Each student will be able to work in a team and collaborate effectively with others.
- Leadership. Each student will be able to manage, influence, and lead others.
- Negotiation. Each student will be able to identify the costs and benefits associated with decisions and be able to manage the negotiation process.
- Ethics. Each student will be able to make decisions that are ethical and socially responsible and incorporate cultural perspectives.

#### Communications

Each student will demonstrate effective oral and written communication skills.

# Master of Business Administration

36 units required

## Core

MBAS 285	Leading and Managing Organizations	3
MBAS 230	Accounting for Managers	3
MBAS 208	Managerial Economics	3
MBAS 255	Marketing Management	3
MBAS 240	Financial Management	3
MBAS 203	Decision Making and Analytics	3
MBAS 287	Power, Conflict, and Negotiations	3
MBAS 290	Strategic Management	3
MBAS 201	Residency I	1.5
MBAS 202	Residency II	1.5

## Concentrations: (9 units)

The Pacific MBA offers the following concentrations/electives: business analytics, finance, healthcare and practice management, and leadership.

### Business Analytics

Students can choose from the following courses (3 required)

MSBA 230	Database Management Systems with SQL and R
MSBA 235	Research Methods and Ethics
MSBA 240	Advanced Business Analytics
MSBA 250	Applied Business Analytics
MSBA 251	Marketing Analytics
MSBA 260	Leading the Analytics Organization

### Finance

Students can choose from the following courses (3 required)

BUSI 220	Advanced Corporate Finance
BUSI 225	Investments/Portfolio Analysis
BUSI 226	Financial Statement Analysis
BUSI 233	Fixed Income Securities
BUSI 234	Derivative and Alternative Investment

### Healthcare and Practice Management

Students can choose from the following courses (3 required)

MBAS 265	Health Services Management
MBAS 266	Health Insurance: Health Finance
MBAS 282	Managing Technology Innovation
MBAS 286	Innovation and Entrepreneurial Management
MBAS 288	Service Design and Operations Management

### Leadership

Students can choose from the following courses (3 required)

MBAS 280	Leadership and Management of Organizations
MBAS 281	Managing the Total Enterprise
MBAS 282	Managing Technology Innovation
MBAS 283	Entrepreneurial Management
MBAS 286	Innovation and Entrepreneurial Management

## Business Administration Courses

### MBAS 200. Business Statistics. 2 Units.

This course covers the basic principles and implementation techniques of descriptive statistics, sampling, statistical inference, analysis of variance, and regression analysis. An understanding of how these tools can support managerial decision making is emphasized.

### MBAS 201. Residency I. 1.5 Unit.

The first residency course, each student will complete a comprehensive self-assessment to explore their professional skills, strengths, motivation, and teamwork skills. This course is divided into two parts. Part A include completing and reviewing feedback reports from asynchronous on-line self-assessment tools. Part B is a live, all-day session including faculty lectures, alumni presentations, interactive panels, and group projects designed to strengthen content immersion, team development, project management foundations, and networking skills.

### MBAS 202. Residency II. 1.5 Unit.

In this residency, students will apply their business knowledge and skills to a real-world business problem. The course will focus on doing a live case analysis. Students will begin by analyzing a business problem provided by a company, and then create recommendations and action plans for corporate management. Top managers from the company will help assess the work of the students.

### MBAS 203. Decision Making and Analytics. 3 Units.

This course focuses on how to plan, collect, analyze, synthesize, visualize, and interpret data to support and guide decision making in businesses and organizations. Coverage of the class include both theoretical and applied computer-based topics.

### MBAS 205. Macroeconomics for Managers. 2 Units.

Topics in macroeconomics and microeconomics, including market equilibrium, monetary and fiscal policy, profit maximization, and market future.

### MBAS 208. Managerial Economics. 3 Units.

This course will focus on optimal firm decision making from a formal economics perspective. Topics introduced in this course include the principles of economic incentives, marginal analysis, opportunity cost, supply and demand, demand and cost analysis, pricing policies, market efficiency, and strategic behavior.

### MBAS 210. Business Law for Managers. 2 Units.

This course covers laws governing and relating to commercial transactions, relationships, organizations and ethics with emphasis on the application of law in decision making.

### MBAS 225. Measuring and Maximizing Financial Performance. 2 Units.

This course is an introduction to the concepts of financial accounting and financial management. The content of this course includes preparation and analysis of financial statements. Also covered are the time value of money, risk and return, and corporate financing choices.

### MBAS 226. Managerial Accounting. 2 Units.

This course discusses management accounting as part of the firm's information system, drawing on modern cost accounting and budgeting systems for planning and controlling business operations. Prerequisite: MBAS 225 with a C or better.

### MBAS 230. Accounting for Managers. 3 Units.

Accounting for managers is an intensive and managerially oriented course that focuses on the most salient aspects of financial and managerial accounting. The course includes modules on analysis and decision making using financial reports, cost identification and management, and identification and analysis of financial and managerial accounting issues.

### MBAS 240. Financial Management. 3 Units.

The purpose of this course is to introduce students to the concepts and analytical techniques applicable to identifying and solving financial management problems. The topics covered include financial markets and institutions, valuation of assets and associated problems in the valuation of the firm, the relationships between risk and return, capital budgeting and capital structure.

**MBAS 245. Corporate Financial Management. 2 Units.**

This course is the analysis of corporate investment and financing decisions, including capital budgeting, capital structure, and working capital management. Prerequisite: MBAS 200 with a C or better.

**MBAS 255. Marketing Management. 3 Units.**

This is a case course in marketing management. Marketing entails planning and executing the conception, pricing, promotion and distribution of ideas, goods and services. Marketing is the core of an operating business; a guiding organizational philosophy surrounding interfacing with customers and delivering superior value. It starts with identifying and measuring customers' wants and needs, assessing the competitive environment, selecting the most appropriate customer targets and developing marketing strategy along with an implementation program that delights consumers and benefits the organization and its stakeholders. This course is designed to explore the managerial aspects of the marketing function. An emphasis will be placed on the quantitative and qualitative analysis of the company, its customers and competition.

**MBAS 260. Marketing Strategy and Planning. 2 Units.**

This course emphasizes application of strategic planning in marketing to achieve competitive advantage. It also examines the role of strategic planning in developing, effective marketing programs that enhance the overall performance of the firm. Prerequisite: MBAS 225 with a C or better.

**MBAS 265. Health Services Management. 3 Units.**

The emphasis in this course is integrating theoretical and applied research findings from the management, social science, policy, and health services literatures in order to provide students with a basic understanding of how health care organizations work. Health applications will also be examined through analysis of health cases and class discussions. The course surveys the internal and external environments that confront health care managers as well as the tools and skills that are essential for managing health organizations and systems.

**MBAS 266. Health Insurance: Health Finance. 3 Units.**

A survey of the theory and practice of health insurance in the United States. The purpose of this course is to provide students with an understanding of how healthcare is financed. The course includes institutional, historical and theoretical approaches to managed care and health finance. There is an emphasis on empirical studies to describe how health insurance works.

**MBAS 267. Healthcare Leadership. 3 Units.**

The purpose of this course is to equip MBA students with the knowledge and skills to lead people effectively in healthcare organizations by applying human resource management principles to real-world leadership challenges.

**MBAS 279. Executive Leadership Development. 3 Units.**

This course explores the theory and practice of leadership from the perspective of executive decision-makers guiding organizational change. Students examine core leadership concepts and contemporary frameworks, applying them to real-world contexts across diverse industries. Through case studies, self-assessment exercises, and a personalized leadership development project, participants learn how to analyze leadership theories, enhance self-awareness, and develop strategic approaches to motivating, influencing, and aligning others toward organizational goals.

**MBAS 280. Leadership and Management of Organizations. 2 Units.**

This course helps students develop knowledge and skills to enhance their professional development and to become effective leaders. Students will understand trends in contemporary organizations, enhance their self-awareness, and refine their interpersonal skills, and apply these skills to improve their work effectiveness.

**MBAS 281. Managing the Total Enterprise. 2 Units.**

Business Simulation focusing on the need to integrate strategic and operational concepts, issues and the decisions in moving technological enterprise from start-up to success.

**MBAS 282. Managing Technology Innovation. 2 Units.**

This course focuses on the role of technology and innovation in building, sustain and leveraging competitive advantage for firms. It examines how industries are transformed by new technologies of technology. This course also touches upon the challenges of managing innovation in firms. Prerequisites: MBAS 205 and MBAS 225 with a C or better.

**MBAS 283. Entrepreneurial Management. 2 Units.**

Students draw on their entire business education and practical experience and bring it to bear upon a plan for launching a new venture. Working in small teams, students research a new project or service; prepare marketing, sales and operation plans; and make financial plans.

**MBAS 284. Operations Management. 2 Units.**

This course is an introduction to the field of production and operations management (POM). Production and operations activities such as forecasting, capacity planning, inventory control, scheduling, and ensuring quality are discussed from the supply chain perspective. The philosophies and characteristics of lean operations and responsive manufacturing/service systems are highlighted. Prerequisite: MBAS 200 with a C or better.

**MBAS 285. Leading and Managing Organizations. 3 Units.**

This course is designed to provide students with (1) a broad understanding of the factors that influence human behavior in organizations and (2) a set of tools managers can use to direct employee behavior. The course's emphasis is on how to apply knowledge of organizational behavior to current managerial problems in the workplace.

**MBAS 286. Innovation and Entrepreneurial Management. 3 Units.**

This course introduces students to the management of innovation and entrepreneurship in a wide variety of organizations. It is designed to provide students with (1) an understanding of the sources of innovation and other entrepreneurial opportunities, (2) the processes by which these are pursued and developed into viable organizations and (3) the skills, tools, and frameworks required to successfully manage the introduction of innovation and pursue new opportunities. The course emphasizes the applicability of these skills to a wide variety of organizational settings, including startups, mature firms, social enterprise, and the public sector.

**MBAS 287. Power, Conflict, and Negotiations. 3 Units.**

The premise of this course is that power dynamics are fundamental to the work of all leaders and managers in organizations – e.g., in how organizations are designed, in what is valued and rewarded, in how leaders take action, in how decisions happen, and why outcomes often vary from intentions. The coursework focuses on increasing your ability to analyze, explain, evaluate, and utilize power dynamics in organizations. It will include the theory and processes of negotiation as it is practiced in a variety of settings.

**MBAS 288. Service Design and Operations Management. 3 Units.**

The United States is considered to be a service-based economy, with services contributing 79% of the total GDP. The service sector is the largest employer spanning businesses in information, education and health, leisure and hospitality, retail, utilities, finance and banking, transportation and warehousing, professional and business services as well as government services. This course explores the processes and systems involved in managing employees and customers in the delivery of exceptional customer service and value. Students will be exposed to techniques, technologies and tools that facilitate operations management in service and product related industries with a primary focus on the service sector. The course focuses on understanding the strategic role of operations management and system design in creating a substantial competitive advantage for a business.

**MBAS 289. Strategic Management. 2 Units.**

This course provides an integrative study of the functions and responsibilities of top management and the strategies that affect the character and success of the total enterprise. Case studies and assigned readings are used to develop the viewpoint of top management charged with responsibility for the enterprise as a whole. Attendance at the first class is required. Prerequisites: MBAS 205, MBAS 208, MBAS 225, MBAS 226, MBAS 245, MBAS 260 with a C or better.

**MBAS 290. Strategic Management. 3 Units.**

This course focuses on the processes by which managers' position their businesses to create and sustain an advantage relative to rivals in the face of uncertainty, rapid change, and competition. Strategy involves understanding the utility of different choices and tradeoffs – choosing what not to do is as important as choosing what to do. As a result, the course will expose you to a variety of tools, frameworks, and concepts for analyzing a firm's strategic position and the environment in which it is operating. By focusing on the factors that make some strategic positions strong and viable, students will develop the ability to evaluate the effects of changes in resources and capabilities, industry forces, macro-environmental forces, and technology on industry structure and firm behavior and, in turn, on a firm's opportunities for creating, capturing and sustaining superior value relative to rivals.

**MBAS 291. Independent Research. 1-4 Units.**

**MBAS 293. Special Topics. 4 Units.**