

2022-2023 GRADUATE SCHOOL HANDBOOK

MBA Program



WESTMINSTER COLLEGE



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New Wilmington, Pennsylvania

2022-2023 MBA Program Handbook

The Graduate School

Volume 106

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Westminster College does not discriminate, and will not tolerate discrimination, on the basis of race, color, national origin, ethnic origin, sex, sexual orientation, age, or handicap or disability as those terms are defined under applicable law, in the administration of any of its educational programs, activities, or with respect to admissions and employment. In its employment practices, the College may consider the individual's support of the philosophy and purposes of Westminster as stated in the *Graduate Catalog*. Otherwise, Westminster does not discriminate, and will not tolerate discrimination, on the basis of religion or creed. Inquiries may be directed to the equal opportunity officer, Westminster College, New Wilmington, PA 16172-0001, 724-946-7247.

This *Graduate Catalog* is for information only and cannot be considered binding on the College. Westminster College reserves the right and authority to change any and all requirements, regulations, policies, and academic curricula, and it is the student's responsibility to remain informed about these and any changes made thereto. Questions should be directed to the program coordinator or the director of the Graduate School. Changes in state requirements for certification take precedence over information in this catalog.

GRADUATE SCHOOL MISSION STATEMENT

The Graduate School seeks to create a community of learners in which stimulating and challenging expectations are addressed in a positive, caring, and encouraging environment that is respectful of all individuals. The faculty seeks to model the personal attributes, professional habits, and pedagogical practices which distinguish the administrative, teaching, and counseling professions at their best. Meaningful classroom experiences, opportunities with children, adolescents, and/or adults, and mentors, and partnerships with schools and agencies will enable the students to make connections between academic work and the fields of education and mental community health counseling.

It is the goal of the Graduate School to facilitate the professional development of business professionals, teachers, reading specialists, administrators, school counselors, and clinical mental health counselors. This is a journey in which students continue to develop the knowledge, demonstrate the skills, and assume the attitudes of business professionals, professional educators and clinical mental health counselors.

The nobility and significance of the preparation of business professionals, professional educators and clinical mental health counselors is acknowledged as the demands for service to an ever-changing, diverse, global, and technological world increase.

TABLE OF CONTENTS

Mission Statement.....	1
History of the College.....	4
Philosophy and Purposes.....	4
Graduate Program Accreditation	4
History of the Graduate Program	5
Objectives of the Graduate Program.....	5
Programs of Study	5
Admission Requirements for Graduate Study.....	5
Provisional Graduate Student	6
Special Graduate Student	6
Admission of Undergraduates to Graduate Courses.....	6
Admission to Degree Candidacy	6
Graduation Requirements	6
Practitioner Research Report	6
Grading System	7
Academic Integrity	7
Time Limitations	9
Transfer of Credits for a Master's Degree	10
Advising.....	10
Maximum Course Load.....	10
Auditing	11
Registration.....	11
Withdrawals and Refunds	11
Tuition and Fees.....	13
Student Financial Assistance	16
Summer Session	16
Library.....	17
Transcripts of Credits	17
Professional Development Center.....	17
Alumni Association	17
Phi Delta Kappa	17
About the MBA Program	18
Student Learning Outcomes (SLO)	19
Courses of Instruction.....	20
Advisor Assignment.....	22
Sample Course Sequence	23

WESTMINSTER COLLEGE

GENERAL INFORMATION

HISTORY OF THE COLLEGE

Westminster College was founded in 1852 by two presbyteries of the Associate Presbyterian Church. The first catalog stated that “no person will be refused admission on account of color, caste, or sex.” By admitting women and granting them degrees on the same basis as men, Westminster became one of the earliest coeducational colleges in the United States. The College has maintained a Presbyterian affiliation through two denominational mergers and is now related to the Presbyterian Church (U.S.A.) through the Synod of the Trinity. Westminster is governed by a board of trustees.

PHILOSOPHY AND PURPOSES

The mission of Westminster College is to help men and women develop competencies, commitments, and characteristics which have distinguished human beings at their best. The liberal arts tradition is the foundation of the curriculum continually designed to serve this mission in a rapidly changing world. The College sees the well-educated person as one whose skills are complemented by ever-developing values and ideals identified in the Judeo-Christian tradition. Westminster’s quest for excellence is a recognition that stewardship of life mandates the maximum possible development of each person’s capabilities.

The College thus realizes its mission in men and women who as students:

- Develop intellectual curiosity and the competencies to reason logically, evaluate critically, communicate effectively, imagine creatively, and appreciate aesthetic and creative expressions of humanity;
- Acquire a knowledge and appreciation of self, society, human cultures, the natural world, and human relationships to God;
- Develop and demonstrate moral and ethical commitments to neighbor, society, and the natural world consistent with an understanding of self;
- Commit themselves to lifelong learning and the acquisition of skills for careers and responsible service as world citizens.

The curriculum is designed as a means by which the College endeavors to fulfill its mission.

ACCREDITATION

The College is accredited by Middle States Commission on Higher Education and is a charter member of the Association. Its education certification programs have the approval of the Pennsylvania Department of Education and are designed to meet the standards of the Ohio Department of Education. Additionally, the Master of Arts in Clinical Mental Health Counseling is designed to meet/exceed curricular and practical requirements for license eligibility in Pennsylvania. The College is a member of the American Council on Education, the Association of American Colleges and the National Association of Independent Colleges and Universities.

Middle States Commission on Higher Education
3624 Market Street
Philadelphia, PA 19104

Telephone: 267-284-5000

THE GRADUATE SCHOOL

HISTORY OF THE GRADUATE SCHOOL

The Graduate School was established at Westminster College in 1944. The first classes were offered during the summer of 1945, and the first degree was awarded in 1946. The program was instituted as a service to public school teachers within convenient driving distance of the College. At that time, no educational institution between Pittsburgh and Cleveland offered graduate work. There proved to be a demand, and by 1950 more than 100 graduate students were enrolled in a well-organized program approved by the Pennsylvania Department of Public Instruction. Courses leading to the certification of guidance counselors were later approved. In 1959, the State Council of Education approved extending the Graduate School to include courses leading to provisional elementary and secondary principal certificates. Subsequent approval was granted to prepare superintendents. In 2019, the Graduate School began offering the Master of Business Administration (MBA) degree to help prepare students for business leadership roles.

PROGRAMS OF STUDY

Westminster offers curricula leading to the Master of Business Administration. Student have a choice of the following concentrations:

- Management
- Business Analytics
- Healthcare Management
- Sustainability

ADMISSION REQUIREMENTS FOR GRADUATE STUDY

Applicants must possess academic, personal, and professional qualities deemed acceptable by the Graduate Committee.

Fully Admitted

- Earned bachelor degree (in any area) from an accredited college/university and
- 3.0 or higher GPA or
- Earned Master's or Ph.D. (Outside of MBA) from an accredited college/university

Admissions Decision (Consult MBA Director)

- Earned bachelor degree (in any area) from an accredited college/university and
- 2.5 -2.999 GPA or
- Candidate has at least 2 years of work experience

The applicant is responsible for filing official undergraduate/graduate transcripts from all colleges/universities attended and an application for admission along with all other required documentation with the admissions office, no later than two weeks before registration.

CONDITIONALLY ACCEPTED STUDENT

From time to time, students are accepted to the program conditionally. Generally, this occurs when awaiting official transcripts, letters of reference or other documentation required to complete the application process and gain full acceptance to the Graduate

School. Students accepted conditionally must meet all requirements for full admission to continue coursework.

PROVISIONAL GRADUATE STUDENT

Provisional graduate students are those who desire to become degree candidates, but do not have the minimum grade point average of 3.0. These students' progress will be reviewed after the completion of two Westminster graduate courses. This review may result in a change of enrollment status to regular graduate student if the student earns a grade of "B" or higher in both graduate courses.

ADMISSION OF UNDERGRADUATES TO GRADUATE COURSES

A Westminster College senior with a superior academic record who at the beginning of his or her last semester needs additional credits to complete a schedule of classes may, with the permission of the academic adviser and the approval of the director of the Graduate

School, take graduate courses. Students desiring graduate credit on this basis must apply for admission to graduate study and be accepted prior to registering for graduate courses. No course may be counted for credit toward more than one degree.

MAINTAINING DEGREE CANDIDACY

To maintain degree candidacy in Westminster's Graduate School, students must earn grades of "B" or higher in all graduate courses. The student also must have removed any entrance deficiencies.

To change a program of a study, the student should contact the director of the Graduate School to develop a new plan of completion/program.

The director of the Graduate School will review the student's academic record, instructor evaluations, entrance assessments, and other relevant materials. Based on this review, a recommendation will be made to the Graduate Committee. The review also will be utilized in the advising process to enhance the student's knowledge and skills.

GRADING SYSTEM

A Excellent.	C+
A-	C Credit. Not more than two courses with a grade of "C" or under can be counted.
B+	
B Good.	C-
B-	F Failure.

I – Incomplete this may be given in lieu of the letter grades. It is a temporary grade given when a student is unavoidably delayed in completing an academic course. Such academic work must be completed by the end of the next semester if the student remains in college. Students who are temporarily separated from the College must remove the incomplete within one year after the close of the semester in which the grade was given unless special permission is granted by the dean of the College. All incomplete grades not properly removed are changed to "F."

W – Withdrawn. This grade may be recorded for withdrawal from a course by deadlines established by the Registrar, or later if the course record to date is passing and if withdrawal is necessitated by illness or other legitimate reasons. Granting of the "W" grade requires approval by the instructor, the adviser, the director of the Graduate School, and dean of the College.

WF – Withdrawn Failing. When the student withdraws under circumstances that do not warrant the "W" grade, "WF" is recorded.

M – Students who take a leave of absence for military related reasons will be readmitted with the same academic status as he or she had when last attending. The grade transcript will show an "M" or Military to indicate that the military member or his/her spouse was unable to complete the course(s) because of military service. A grade of "M" is not counted in a student's GPA.

ACADEMIC INTEGRITY

Central to the purpose and pursuit of any academic community is academic integrity. All members of the Westminster community, including students, faculty, staff, and administrators, are expected to maintain the highest standards of honesty and integrity, in keeping with the philosophy and mission of the College. Academic dishonesty is a profound violation of this code of behavior. Outlined below are examples of and specific consequences for academic dishonesty at Westminster. The list of examples is not meant to be exhaustive, but rather to provide an overview of the community's common concerns. Students who are unsure as to whether specific behavior not listed here will constitute academic dishonesty should consult with their individual course instructors.

VIOLATIONS

Violations of the Westminster College Academic Integrity Policy (AIP) include, but are not limited to, the following:

Cheating

1. Copying answers from another student's paper during a quiz, test, or examination
2. Divulging answers or information to another student during a quiz, test, or examination, or accepting such aid
3. Using unauthorized aids (e.g., notes or books) during a quiz, test, or examination
4. Collaborating improperly with another student on an open-book or take-home quiz, test, or examination
5. Exceeding the time limit, when one exists, on an open-book or take-home quiz, test, or examination
6. Aiding another student improperly on in- or out-of-class assignments
7. Leaving a testing area to obtain answers or aid

8. Handing in another's work or ideas as one's own
9. Taking a quiz, test, or examination with prior knowledge of its contents, when that knowledge has not been authorized or consented to by the instructor
10. Engaging in any activity which may give an unfair academic advantage to oneself or another.

Misconduct

1. Engaging, during a class or testing session, in conduct that is so disruptive as to infringe upon the rights of the instructor or fellow students
2. Submitting the same work, including oral presentations, for different courses without the explicit consent of the instructors
3. Stealing or intentionally damaging or destroying notes, research data, laboratory projects, library materials, computer software (including the intentional passing of a computer virus), or any other work of another member of the Westminster community
4. Acting as or using a substitute in any academic evaluation procedures
5. Depriving others of necessary academic resources
6. Sabotaging the work of another member of the Westminster community
7. Unethically obtaining answers or other information about a quiz, test, or examination before it is administered, even if not a member of the class in which the quiz, test, or examination is given
8. Violating copyright restrictions, i.e., stealing the intellectual property of another.

Plagiarism

"Derived from the Latin word for kidnapping, plagiarism is the theft of someone else's 'brainchild' —that person's language, ideas, or research—and the origin of the word conveys the seriousness of such offenses in the view of college teachers and administrators. The reason is that words, ideas, and research are the main forms of currency in academic life." – Keith Hjortshoj, *The Transition to College Writing* (Boston: Bedford/St. Martin's, 2001), 172.

1. Quoting or paraphrasing, without proper citation and acknowledgment, the published words, ideas, or work of another (including anonymous publications and online publications)
2. Submitting, as one's own work, a paper, an oral presentation, or a visual presentation authored wholly or partially by someone else (including commercial services)
3. Borrowing and appropriating, without proper citation and acknowledgement, facts that are not matters of general knowledge, including all statistics, and translations, and/or the general idea or logic of another's argument.

Providing False Information

1. Furnishing false information to the college for the purpose of obtaining special consideration or privilege (e.g., postponement of an examination or a deadline)
2. Misrepresenting source material or information or participating in the falsification or misrepresentation of citations
3. Falsifying laboratory data, notes, or results, or research data of any type, and presenting it as one's work.

Process and Consequences

If a course instructor suspects that a student has violated this policy, the instructor will speak with the student, review appropriate materials, and reach a conclusion. If the instructor determines that a violation has occurred, the following process will apply:

1. The instructor will inform the student that he or she has violated the AIP and that the director of the Graduate School (DGS) and the vice president for academic affairs (VPAA) will be notified.
2. The instructor will impose an academic penalty at his or her discretion (e.g., 0 for the assignment without possibility of revisions, failing grade for the course, or other appropriate academic sanctions).
3. The instructor will send the DGS a concise written explanation of the violation and the penalty.
4. After reviewing the instructor's explanation of the violation and penalty, as well as the student's record of previous offenses, the DGS and/or VPAA will take the following additional action:
 - a. for a first offense, the DGS and/or VPAA may supplement the instructor's penalty with further action, up to and including suspension and permanent dismissal, after consultation with the instructor and the Academic Standards Committee. The DGS and/or VPAA may also meet with the student.
 - b. for a second offense, the DGS and/or VPAA will impose a one-semester suspension. The DGS and/or VPAA may

take further action, up to and including permanent dismissal, after consultation with the instructor and the Academic Standards Committee.

c. for a third offense, the DGS and/or VPAA will impose a penalty of permanent dismissal from the College.

5. The DGS and/or VPAA will send the student official notification of the penalty for the violation (even if the penalty is solely that imposed by the instructor). The VPAA will send copies of this notification to the instructor and the student's academic adviser.
6. A copy of the DGS and/or VPAA's official notification to the student will be kept in the student's academic file. If there is no second offense, this letter will be removed upon the student's graduation. If there is a second offense, the letter will become part of the student's permanent academic record.
7. Within 15 calendar days of the DGS and/or VPAA's sending official notification of the penalty for the violation, the student may decide to appeal either the finding of a violation or the penalty for the violation.

Appeals Process

1. The student will send the DGS and/or VPAA written notification that he or she intends to appeal either the finding of a violation or the penalty for the violation.
2. The VPAA will ask the chair of the Academic Standards Committee to convene an Academic Integrity Review Board (AIRB), made up of the following:
 - a. two members of the Academic Standards Committee, chosen by the committee
 - b. the chair of the department or program in which the violation took place
 - c. one other faculty member nominated by the student
 - d. the VPAA, in cases in which his or her decision is not being appealed.
3. One of the two participating members of the Academic Standards Committee will chair the AIRB.
4. When appearing before the AIRB, the student may bring an adviser who is a member of the campus community but who is not a member of the student's family. The adviser may consult with the student during questioning by the AIRB, but the adviser may not participate in that questioning herself or himself.
5. The AIRB's decision will be reached by majority (3/4 or 3/5) vote, using the standard of "more likely than not."
6. Within 48 hours of the student's appearance before the AIRB, the chair will send the student and the instructor official notification of the board's decision.
7. If the student wishes to appeal the decision of the AIRB, he or she must do so within seven calendar days of the AIRB's sending official notification of its decision. This appeal must be made in writing to the president of the College, whose decision will be final.

Additional Stipulations

A student may not withdraw from a class in which he or she has been charged with violating the College's Academic Integrity Policy, unless he or she successfully appeals the finding that a violation has occurred. Charges of violating this policy may be brought by an instructor against a student who is not enrolled in the class affected by the violation.

Any member of the Westminster community, including students, staff members, faculty members, and administrators, may bring a charge for a violation of the College's Academic Integrity Policy. If someone other than a course instructor wishes to bring a charge, he or she can initiate the process by contacting the course instructor, a department chair, or the VPAA.

Copies of all materials pertaining to violations, penalties, and appeals will be kept in the Office of Academic Affairs. The VPAA will send to the Academic Standards Committee a monthly report on the number and nature of violations of the policy.

TIME LIMITATIONS

All work for the master's degree, including credits accepted by transfer, must be completed within a period of seven calendar years unless a student takes a leave of absence. Written appeals for extension of the time limit will be considered by the Director of the Graduate School.

WITHDRAWAL OR TRANSFER

A student wishing to withdraw or transfer from the College should start the process by making an appointment to see the vice president for student affairs for an exit interview. The purpose of the interview is to assess the student's present status, to ascertain the reason for withdrawal or transfer, and to direct the student to the next steps to complete the process.

VOLUNTARY LEAVE OF ABSENCE

Students may, upon approval of the vice president for student affairs, elect to take a voluntary leave of absence from their studies at Westminster College. Students who are granted a leave of absence will be permitted to resume their studies subject to the same graduation and program requirements to which they were subject at the time they began their leave, and do not need to re-enter the admissions process if they meet the stipulated conditions for their return.

Any petition for such a leave of absence must be made in writing, and must include reasons to justify the leave. A Leave of Absence form is located in the Office of Student Affairs. A leave of absence will normally be granted only if the circumstances which warrant it are beyond the student's control, and is not to exceed one semester (fall or spring).

MEDICAL LEAVE OF ABSENCE OR WITHDRAWAL (VOLUNTARY OR INVOLUNTARY)

When illness, injury, or a psychiatric disability occurs, a student or guardian may request, or the College may require, a medical withdrawal or medical leave of absence (MLOA) from the College. All medical withdrawals or leaves must be approved by the vice president for student affairs. Specific conditions to receive an MLOA or Medical Withdrawal, including the conditions for future re-admittance, are stipulated at the time of the withdrawal or granting of a leave of absence. These conditions may specify what professional medical documentation is required for the withdrawal to be granted, and/or a period of time for a leave. Before the student will be permitted to return to campus, the College may require a professional evaluation or assessment (at the student's expense) stating the professional expert's opinion that the student is now capable of meeting the academic and the social standards of the College (which are stated in the Westminster Student Code of Conduct). Students who are granted an MLOA or Medical Withdrawal will be given a "W" (withdrawal) for all courses in which the student was enrolled at the time of the MLOA or Medical Withdrawal.

Grievance Procedures for Involuntary Withdrawal

Refer to the information on "Involuntary Administrative Withdrawal" in the Student Handbook for additional information and grievance procedures related to a withdrawal that is not voluntarily initiated or accepted by the student.

RETURN TO CAMPUS PROCEDURES FOR LEAVE OF ABSENCE OR WITHDRAWAL

Students who have taken a leave of absence and desire to return to campus must complete a Return from Leave of Absence form, providing all required documentation. The form is available on the Student Affairs web page or in the Student Affairs office.

Students who wish to apply for readmission after Withdrawal or Suspension from the College must complete an Application for Readmission form. This form is available on the Office of the Registrar web page or in the Office of the Registrar, where the completed form must be returned along with a \$200 registration deposit.

READMISSION FOR US ARMED FORCES MEMBERS

Students who take a leave of absence for service-related reasons will be readmitted with the same academic status as he or she had when last attending or being admitted to Westminster College.

State law requires college or university to grant a member of the Pennsylvania National Guard or other reserve component of the armed forces or the member's spouse a military leave of absence from their education if he or she is called to active duty (other than active duty for training). The grade transcript for all classes shall show an "M" or "Military" to indicate that the military member or his/her spouse was unable to complete courses because of military service. A grade of "M" is not counted in a student's GPA.

TRANSFER OF CREDITS FOR A MASTER'S DEGREE/CERTIFICATION

Graduate credit earned at other approved institutions may be accepted for transfer to Westminster College provided the credit has been completed within the six-year period established for the completion of all degree requirements. Acceptance of transfer credit either before or subsequent to admission to Westminster must have written approval by the director of the Graduate School. There must be prior approval to take transfer work while enrolled at Westminster. Work with a grade lower than a "B" will not be accepted. While transfer credits are accepted, more than half of coursework must be taken at Westminster.

Since each institution determines the conditions under which credits may be accepted, graduate students desiring to transfer Westminster credits to another institution should make previous arrangements with the institution concerned. Westminster cannot guarantee that its courses will be accepted for credit toward the master's degree by any other college or university.

ADVISING

The director of the Graduate School and the Chair of the School of Business will function as advisers and will assist in the planning of a program of studies. **Each student is responsible for planning a program in keeping with all requirements for graduation and certification. It is the student's responsibility to contact and confer with the adviser concerning questions regarding the program. Regular advising emails and notices are distributed.**

Students matriculated in the program as listed in previous catalogs will follow, as far as possible, the new program as described herein.

However, in individual cases where it would present a hardship, students may be permitted to continue under their former program. It should be noted that changes in state certification requirements take precedence over information in this catalog.

MAXIMUM COURSE LOAD

A graduate student who carries three or more courses per semester is considered a full-time student. Four courses are the maximum load which any graduate student will be permitted to carry. The normal load for a graduate student working full time is one or two courses. Students should allow ample time for library research, project work, and cooperative assignments when planning their schedules.

AUDITING

A limited number of auditors may be permitted in certain courses. Before auditing is permitted, approval of the director of the Graduate Program and the instructor of the course must be obtained.

Individuals holding a baccalaureate degree who wish to audit graduate courses but who have not previously taken work at Westminster College must make application for such auditing through the Office of Graduate School and Adult Studies (is this still a thing?). No credit or grades will be given to a student auditing a course. The fee for auditing is \$150 per course.

REGISTRATION

Late registration for a course must be completed before the class meets for a second time.

A graduate student who temporarily discontinues study must notify the director of the Graduate Program prior to registration in order to resume study. Graduate students will self-register for courses each term. Directions will be sent via email to students each term.

WITHDRAWALS

Withdrawing from a course, or from the program entirely, may have financial implications. The official withdrawal date is the key to determining the status of a withdrawal, and the impact on charges and financial aid. The official withdrawal date is determined and approved by the Graduate Program Office. It is the responsibility of the student to notify the Graduate Program Office of any intention to withdraw.

WITHDRAWING FROM CLASS

If a student withdraws from a class, but is still enrolled for the semester, the following chart indicates the financial implications. The student is responsible for notifying the Graduate Program Office in writing of their intention to continue.

100% On-Line Courses

Action:	Timing:	Financial Impact:
Add/Drop	Prior to the completion of the fifth calendar day after the official start date of the course as determined by the College's academic calendar and/or schedule of classes.	No fee
Withdraw	After the completion of the fifth calendar day after the official start date of the course as determined by the College's academic calendar and/or schedule of classes.	100% course charges

If a student does not log in to an online class at all, or does not participate academically in the course (see below), the course would be considered dropped within the add/drop period, and there would be no fee for the course. Conversely, if it is demonstrated that the student academically participated in the course after the add/drop period, they would be responsible for the full course charges.

Rules for documenting academic participation are consistent with those prescribed under federal regulations for determining withdrawal from a course for federal financial aid purposes. Examples of academic participation are: submission of an assignment, submission of an exam, posting to an online study group or discussion forum, or contact with a faculty member to ask a question about the academic subject of the course.

Important Note Regarding Potential Impact on Financial Aid:

There may be financial aid implications when dropping or withdrawing from a course if you are no longer enrolled half time. Please contact the Financial Aid Office prior to withdrawing.

WITHDRAWING FROM THE PROGRAM

The following is Westminster College's policy regarding withdrawal from the program:

Tuition and Mandatory Fees:

College fees are usually not returnable to students unless they withdraw from the College because of illness or reasons beyond their control. The date that the withdrawal is approved by the applicable College administrative office is considered the official date of withdrawal. Refunds, when allowed, will be calculated as follows:

Session Classes (Including Summer and Online):

A student taking a session course is considered to be withdrawn from the College under the following circumstances:

1. Withdrawal from a first session course occurs after the drop/add date, and the student does not provide written confirmation that he/she will attend the second session course in the same semester.
2. Withdrawal occurs after the drop/add date of the second session course.

In the first instance, tuition and mandatory fees will be prorated based on the number of calendar days prior to the official withdrawal date related to the first session course, divided by the total number of calendar days for the first session course.

In the second instance, tuition and mandatory fees will be prorated based on the number of calendar days prior to the official withdrawal date divided by the total number of calendar days for the semester. No refunds will be given once the semester is 60% completed.

Students who withdraw from the first session course after the drop/add period, and provide written confirmation that they will attend the second session course, are considered to still be enrolled at the College. In this case, the student will be charged full tuition and mandatory fees for the first session course and no proration will be performed on Federal Title IV Financial Aid.

Other College fees, generally, are not prorated. An administrative fee of 5% of actual charges (up to \$100) will be assessed against the student's account. Generally, no refund will be made where the withdrawal is required because of misconduct.

Federal Title IV Financial Aid:

If the withdrawing student has Federal Title IV Financial Aid, the Financial Aid Office is required by federal statute to recalculate eligibility for this aid.

If a student withdraws from a first session course after the drop/add date, and the student does not provide written confirmation that he/she will attend the second session course in the same semester, earned Federal Title IV Financial Aid will be calculated as follows: The number of calendar days prior to the official withdrawal date related to the first session course, divided by the total number of calendar days for the first session course.

If withdrawal occurs after the drop/add date of the second session course, earned Federal Title IV Financial Aid will be calculated as follows: The number of calendar days prior to the official withdrawal date related to both courses in the semester, divided by the total number of calendar days for both courses in the semester. If the withdrawal occurs after the semester is 60% completed, the student is deemed to have earned 100% of the Title IV Aid.

Students who withdraw from the first session course after the drop/add period, and provide written confirmation that they will attend the second session course, are considered to still be enrolled at the College. In this case, the student will be charged full tuition and mandatory fees for the first session course and no proration will be performed on Federal Title IV Financial Aid.

The percentage of unearned aid (100% - the percentage of earned aid determined in the applicable formula above) is applied to the total amount of the Title IV aid that could have been disbursed for the semester to determine that amount of aid that must be returned to the federal financial aid programs.

From time to time, the full amount of Title IV aid for which the student is eligible has not been fully disbursed when the withdrawal calculation is being performed. In such a case, if the student earned less than the amount of Title IV aid that was disbursed, both the institution and the student would be required to return a portion of the funds. If the student earned more than the amount of Title IV aid that was disbursed, the institution would owe the student a post-withdrawal disbursement of aid within 120 days of

the student's withdrawal.

Unearned aid is allocated to the appropriate federal aid program in the following order and must be returned by the institution within 30 days after the determination of the date of the student's withdrawal:

- Unsubsidized Stafford Loans
- Subsidized Stafford Loans
- Federal Perkins Loans
- Federal Parent Plus Loans
- Federal Pell Grants
- Federal Supplemental Opportunity Grants

Westminster College and Other Financial Aid:

The formula that is used to calculate tuition will also be applied to Westminster College and other financial aid unless the source of the financial aid indicates another method of calculation is required.

ADD/DROP POLICY

Add/drop deadlines are published each semester by the registrar's office and are enforced. Students are urged to keep these important dates in mind.

TUITION AND FEES (2020-2021) – M.B.A. STUDENTS

Degree seeking students are charged \$3,020 per course

Late Fees of \$100 per occurrence will be assessed on any account with an outstanding balance on the following dates:

SEMESTER	LATE FEE DATE
Summer	July 15
Fall	Friday before the first day of class
Spring	February 15

A carrying charge for late payment may be assessed.

TERMS OF PAYMENT

Statements and Payment Due Dates:

Monthly statements will only be made available to students online through CASHNet. Students are able to provide online access to student account information for parents and others through this service. CASHNet may also be used to make payments on a student account as described below. Information about CASHNet can be obtained from the Office of Business Affairs.

Payment due dates on student account billings are as follows:

- Fall Semester Bill: Friday before the first day of class
- Spring Semester Bill: January 10
- Summer Semester Bill: June 30

Late Fees/Interest:

The College permits some additional time for loan proceeds, scholarships and payments to be posted before assessing late fees on student accounts. The application of the \$100 late fee is assessed based on the following criteria:

- Balance > \$0 as of September 15 for fall
- Balance > \$0 as of February 15 for spring
- Balance > \$0 as of July 15 for summer

A late fee will not be assessed when there are scheduled travel course payments due after the "as of" date that determines assessment of late fees. However, a \$100 late fee will be assessed if the payments are not made according to the payment schedule for the trip.

Interest at a rate of 12% per annum (1% per month) will be assessed on account balances outstanding at the end of the finals period, or upon the student's separation from the College (graduation, withdrawal, leave of absence, suspension, expulsion, etc.), whichever is applicable. A courtesy letter will be sent approximately one week after the Business Office receiving notification of

the separating event. Interest will then be assessed on the outstanding balance in the next billing period, approximately one month after the courtesy notification.

Payment Methods:

The Business Office accepts payments via cash, check, money order, and bank check at the window. All checks or money orders should be made payable to Westminster College. Credit card and ACH payments are accepted through CASHNet only. A teleprocessing fee will be charged on all credit card payments based on the amount charged. Wire transfer payments will be accepted on a limited basis on student accounts as approved by the Controller.

For those who wish to pay their accounts in installments, arrangements are available through an outside payment plan company. The company authorized by the College to offer such plans will be in contact with students and parents directly. Alternatively, information is available by contacting the Business Affairs, Admissions or Financial Aid Offices.

The Business Office reserves the right to require payment on certain student accounts via cash, bank check or money order only.

Pre-Registration/Registration:

Student account balances that are not paid in full by the late fee date, or throughout the semester as additional charges are incurred, will be placed on financial hold. While on hold, the student will not be permitted to register.

The Business Office will notify those students whose balance is greater than zero of the consequences with respect to pre-registration. This notification will be sent via U.S. mail, e-mail and/or another method deemed appropriate.

Check payments >\$1,000 that are presented within two weeks prior to a pre-registration or registration period may be subject to verification with the bank for sufficiency of funds. Payments on accounts where there have been previous returned items will be verified for sufficiency of funds. Holds will not be released on the latter accounts until such verification takes place.

The Business Office will make every effort to release students from financial hold in a timely manner once payment in full is received on an account and verified when applicable. The student, once released from hold, would be able to register at times determined by the Registrar's Office.

Registered Students Attending Summer Classes:

A student who was permitted to register for the fall semester may choose to attend summer classes at Westminster. The due date to pay summer charges is June 30. If the summer charges (along with any other charges related to previous semester(s) are not paid in full by July 31, the fall registration will be cancelled and the student will be unable to return to the College until the account balance is paid in full.

The Business Office will notify those students whose balance is greater than zero at June 30 of the consequences of non-payment for the summer (and/or previous) term. This notification will be sent via U.S. mail, e-mail and/or another method deemed appropriate.

Grade/Transcript and Diploma Hold:

If a student account has a balance greater than zero on the late fee date, or throughout the semester as additional charges are incurred, a financial hold will be placed on the account which prevents the student from receiving their grades, transcripts and if graduating, their diploma. These holds will remain on the student account until the balance is paid in full.

Notification of the student account balance and the consequences with respect to grades, transcripts and diploma will be sent to those students whose balance is greater than zero. This notification will be sent via U.S. mail, e-mail and/or another method deemed appropriate.

Check payments that are presented to release a grade or transcript hold may be subject to verification with the bank for sufficiency of funds. Payments on accounts where there have been previous returned items will be verified for sufficiency of funds. Holds will not be released on the accounts until such verification takes place, and in the case of a transcript hold, the check clears the bank (which can take up to 14 days).

The Business Office will make every effort to release students from financial hold in a timely manner once payment in full is received on an account and verified or cleared, whichever is appropriate.

Additional Consequences of Outstanding Prior Semester Balances:

In addition to the above, students who are not registered and have unpaid prior balances will be unable to return to the dorms, participate in College activities, nor attend classes until the account balance is paid in full and the student is registered for classes.

Please note that future financial aid cannot be used to cover balances from the previous semesters.

Payments returned by Bank:

Payments of any type (check, ACH, credit card, wire) that are returned by the bank for any reason will be subject to a \$15 fee. The fee will be applied to the student account, when possible, upon notification by the bank (on-line or otherwise) of the returned item. The Business Office will attempt to make contact with the issuer of the check to resolve the returned item.

If the returned item permitted the release of a hold on a student account, the hold will be reinstated and additional holds may be added as deemed appropriate under the circumstances. If a payment permitted the student to pre-register, the student will be notified of the returned payment and given 7 days to resolve the unpaid item. If there is no resolution, the registration will be cancelled.

If the payment permitted registration for the semester currently underway, the student will be notified of the returned payment as soon as practicable and will no longer be permitted to attend class, nor participate in College related activities. A maximum of 7 days will be given to resolve the returned payment during the regular academic year, and a maximum of 3 days during the summer semester. The student will also be notified by the appropriate College offices of their status and next steps in accordance with procedures specified in the Handbook for Students, College catalogue and other institutional policies.

Pre-Payment Hold:

A prepayment hold requires that arrangements for full payment for a semester be in place prior to registration for that same semester. The following accounts will qualify for prepayment holds:

1. Account previously sent to a collection agency.
2. Accounts previously in the College's internal collections process.
3. Accounts currently classified as delinquent that are in internal collections.
4. Accounts with habitual returned payments (3 or more).
5. Accounts for students whose registration was cancelled in any semester for financial reasons.
6. Foreign student accounts.

Internal and External Collections:

Outstanding balances remaining on a student account as of the last day of the finals period (subsidiary code "OB"), and/or upon separation from the College (subsidiary code "DL"), are subject to the following collection procedures. Students on a leave of absence or stop-out will be classified as "OB". At the end of each semester thereafter, the status will be reviewed to determine if the subsidiary code should be changed. In any case, the status will be changed to "DL" after one year from the delinquency date if a balance remains unpaid and no payment arrangements have been made. All applicable holds will remain on the student account during the pre-collections and collections process:

Internal Collections:

1. A courtesy letter will be sent approximately one week after the last day of finals or approximately one week after the Business Office receives notification of separation from the College. The delinquency date will correspond to the last day of finals in the case of students expected to return, and to the separation date for students not returning. Charges that occur after the delinquency date for the period of attendance (printing, student affairs fines, etc.) will have the same delinquency date as other charges for that period.
2. Interest will be assessed on the outstanding balance as described above, approximately one month after the courtesy notification is sent to the student.
3. Three monthly statements will be sent to the address on file, along with a letter.
4. If there is no response from sending the statements, up to three additional monthly letters will be sent to the address on file in an effort to collect the outstanding balance and/or to make payment arrangements with the debtor prior to sending the account to an external collections agency. The third letter will contain a deadline for response to avoid the account going to a collections agency.
5. If the College is successful in obtaining a response from the debtor, payment arrangements may be discussed for the account. All agreements on payment arrangements will be documented on a promissory note which is signed by the debtor.
6. If a payment arrangement is not followed as agreed, the pre-collections process will be reactivated at the point it left off prior to the arrangement being made. If the account reached the point of being sent to external collections prior to the arrangement, the College will make one last effort to contact the debtor prior to sending the account to external collections.
7. Students who wish to return will not be permitted to move into the dorms, participate in College activities, nor attend classes

until the account balance is paid in full. If the previous balance is paid by the Friday before classes resume for the new semester, the account will be taken out of internal collections and the student will be permitted to register (assuming that there are no additional holds). Payments received within ten days of the start of the new semester must be made via certified check, money order or via CASHNet (credit card and ACH).

External Collections:

If the internal collections process is unsuccessful, external collections agencies will be utilized to assist in collecting the outstanding balance. All collections fees will be added to the outstanding balance on the student account and will be the responsibility of the debtor. Generally, the account will be placed in first collections for approximately one year. If the effort is unsuccessful, the account will be returned to the College. The Business Office will make one attempt to reach the debtor prior to the account being entered into second collections. If that effort is unsuccessful, the account will be turned over to second and then to third collections for approximately one year each. The College reserves the right to continue collections efforts beyond third collections.

LOAN PROGRAMS

A number of educational loan programs are available to assist students in meeting their costs of attendance. A Free Application for Federal Student Aid (FAFSA) and a Westminster College Application for Financial Aid must be on file before a student will be certified for a student loan. Only those students enrolled at least a half-time basis in a degree-granting program are eligible for educational student loans. "Provisional" or "Conditional" graduate students are not eligible for the Federal Direct Stafford Loan. Half-time enrollment is generally defined as taking a minimum of two graduate courses per semester. Contact the Office of Financial Aid for more complete details of minimum enrollment criteria for loan recipients for summer session. Students who already earned a master's degree and are enrolled in courses for guidance counselor, principal or superintendent certification are not eligible for Federal Direct Stafford loans.

Federal Direct Stafford Loan

The Federal Direct Stafford Loan provides the potential for graduate students to borrow up to \$20,500 in unsubsidized Stafford loans per academic year.

Private, Nonprofit Loans

There are a number of privately funded loan programs that provide funds to credit worthy students. Although the interest rates and terms are not as generous as the Federal Direct Stafford Loan, some students may be interested in this type of borrowing opportunity.

For more information contact:

Financial Aid Office
Westminster College
319 S. Market St.
New Wilmington, PA 16172
(724) 946-7102

SUMMER SESSION

Westminster's Graduate School offers two Summer Sessions which generally run from mid May to mid-July.

LIBRARY

A wide range of information resources and technologies are offered through Library and Information Services. RALPH MCGILL MEMORIAL LIBRARY provides access to online and traditional print academic resources that are carefully selected based on Westminster's unique curriculum. All of the library's online resources are available from off-campus locations with a valid Westminster username and password. If you need print resources and/or DVDs from the library's collection, email mcgilll@westminster.edu with the full citation information and/or links to the WISE page. The Library is also home of the LIS HELP DESK, which provides both library and technology support to the campus. If you need assistance with your Westminster account or any other technological issues, email us at lishelp@westminster.edu.

TRANSCRIPTS OF CREDITS

Students desiring transcripts of credits for courses completed at Westminster College may write to the Registrar, Westminster College, 319 S. Market St., New Wilmington, PA 16172-0001, (and include the following) or make such a request online.

1. Full name (including maiden name)
2. Address
3. Dates of attendance (inclusive)
4. Date of graduation/program completion
5. Name and address to whom transcript should be mailed
6. Signature

Requests may be made online at www.westminster.edu. Click on the Academics tab, then Registrar and click on Requesting Transcript.

PROFESSIONAL DEVELOPMENT CENTER

The purpose of the Professional Development Center is to provide resources and counsel to assist Westminster students and alumni in making career choices and employment searches. The PDC is located on the second floor of McKelvey Campus Center. For more information, visit <http://www.westminster.edu/campus/services/professional-development-center>.

ALUMNI ASSOCIATION

The Westminster College Alumni Association was chartered and registered by the Commonwealth of Pennsylvania in October 1931. The object of the association, as stated in the charter, is threefold: to establish relations between Westminster and her alumni, former students and other friends; to promote systematic giving for College purposes by members of the association; and to advance the interests of the College in whatever ways possible. The Alumni Association offices are located in the Wiley Alumni House. For more information, visit www.westminster.edu/alumni.

ONLINE COURSES

Westminster College Graduate School has gained approval from Middle States Commission on Higher Education to offer online courses leading to a Master of Business Administration degree, Master of Education degree and/or certification as an elementary-secondary school counselor, special education specialist, school principal K-12, and special education with reading (dual certification), and a general education master's degree.

COMPLAINTS/CONCERNS

Westminster College Graduate School believes concerns and/or complaints should be addressed and/or resolved at the lowest possible level and that there should be a clearly defined procedure for said purposes. Further, that said procedure be published in the *Graduate Program Handbook* and given to all incoming graduate students.

Said procedure:

1. Discuss the matter with the faculty member of the course,
2. Discuss matter with the program coordinator of the program in which the course is located,
3. If the matter is still not resolved, seek redress with the Director of the Graduate School.

ABOUT THE MASTER OF BUSINESSADMINISTRATION

MASTER OF BUSINESS ADMINISTRATION HANDBOOK

This handbook is designed to provide all Master of Business Administration (MBA) students with an organized reference to the procedures and regulations of the MBA program. Every effort has been made to present this information in a clear, concise form, which is useful to students.

Information is as current as of June 2019 regarding Westminster College's Graduate School's organization, procedures and regulations followed in the operation of the MBA program. The policy of the College is to give advance notice of change whenever possible to permit adjustment. The College and the Graduate School reserve the right to modify curriculum or to make changes in policies and procedures in the future. Such changes shall become effective whenever the administration may determine.

WESTMINSTER MBA MISSION STATEMENT

Westminster College's Master of Business Administration (MBA) emphasizes real-world business issues integrating: communication, accounting, finance, marketing, law, ethics, operations management and human resources in order for its graduates to thoughtfully and ethically lead in public and private sector organizations.

WESTMINSTER COLLEGE MISSION STATEMENT

The mission of Westminster College is to help men and women develop competencies, commitments and characteristics which have distinguished human beings at their best. The liberal arts tradition is the foundation of the curriculum continually designed to serve this mission in a rapidly changing world.

The College sees the well-educated person as one whose skills are complemented by ever-developing values and ideals identified in the Judeo-Christian tradition. Westminster's quest for excellence is a recognition that stewardship of life mandates the maximum possible development of each person's capabilities. The College thus realizes its mission in men and women who as students:

- Develop intellectual curiosity and the competencies to reason logically, evaluate critically, communicate effectively, imagine creatively, appreciate and produce aesthetic and creative expressions of humanity;
- Acquire a knowledge and appreciation of self, society, human cultures, and the natural world, and human relationships to God;
- Develop and demonstrate moral and ethical commitments to neighbor, society, and the natural world consistent with the understanding of self;
- Commit themselves to lifelong learning and the acquisition of skill for careers and responsible service as world citizens.

MBA PROGRAM STUDENT LEARNING OUTCOMES (SLO)

MBA SLO 1: The student will demonstrate competency in business knowledge and its application and will recognize the roles of leaders in shaping behavior to achieve individual and organizational success. As results of MBA SLO 1, students will:

- Demonstrate a fundamental understanding of core business knowledge
- Demonstrate a fundamental understanding of strategy in the global environment
- Demonstrate competency in integrating knowledge across business disciplines.
- Demonstrate an understanding of motivation and leadership concepts

MBA SLO 2: The student will demonstrate competency in applying business knowledge appropriate problem solving, decision making and critical thinking skills As results of MBA SLO 2, students will:

- Identify business problems, develop and critically evaluate and prioritize alternative solutions, and make recommendations and provide appropriate support
- Apply quantitative methods to business problem solving

MBA SLO 3: The student will demonstrate effective communication and interpersonal skills. As results of MBA SLO 3, students will:

- Prepare effective business communication and reports
- Make effective presentations in both individual and team settings.
- Demonstrate the understanding and application of teamwork.

MBA SLO 4: The student will recognize the ethical aspects of business. As results of MBA SLO 4, students will:

- Apply appropriate professional legal and ethical knowledge in dealing with common ethical situations confronting managers.
- Describe the ramifications of unethical behavior.

COURSES OF INSTRUCTION IN THE GRADUATE PROGRAM, MBA

All courses are three semester hours.

CORE COURSES

MBA 710 Managing Communications and Information. Persuasive business written and oral communications are essential skills that are required for career advancement in nearly every management profession. In this class, you will learn how to communicate clearly and persuasively and to connect with their audience, in a way that inspires action.

MBA 720 Accounting and Finance for Decision Makers. Students will develop the analytical skills needed to analyze corporate financial statements for use in financial analysis, and to interpret how accounting standards and managerial incentives affect the financial reporting process. You will gain an understanding of financial accounting fundamentals for prospective consumers of corporate financial information, such as managers, stockholders, financial analysts, creditors and other corporate stakeholders.

MBA 730 Marketing Management. This course addresses how to design and implement the best combination of marketing efforts to carry out a firm's strategy. You will gain an understanding of how the firm can benefit by creating and delivering value to its customers. An emphasis will be placed on stakeholders and skills in applying the analytical concepts and tools of marketing (segmentation and targeting, branding, pricing, distribution, and promotion).

MBA 740 Business Law and Ethics. This course uses the global business context to present to you important legal, ethical and cultural challenges you will face as business leaders. Cases and materials will address how business leaders, constrained by law and motivated to act responsibly in a global context, should analyze relevant variables to make wise decisions.

MBA 750 Business Analytics and Strategic Management. This course emphasizes the value and process of business analytics and strategic management. You will develop fundamental knowledge and skills for applying statistical and management science models to business decision making. Topics to be explored are an organization's vision, mission, and an examination of the principles, techniques and models of organizational and environmental analysis. Also discussed will be the theory and practice of strategy formulation and implementation, such as corporate governance and business ethics for the development of effective strategic leadership.

MBA 760 Human Capital Management. Human Capital Management will expose students to practical skills for the general manager who seeks to manage both other people and his or her own career with optimal effectiveness. Topics covered will be best practices in the design of recruiting, performance- evaluation, and compensation systems; how to develop people, manage workforce reductions, have difficult conversations; and how to manage corporate culture and change. You will also learn how to develop as a professional, navigate career transitions, and evaluate choices strategically.

MBA 770 Operations Management. You will learn to observe and analyze an organization from a systems- or process-perspective. From this lens, you will learn to design, operate, and improve the systems that deliver goods and services through operations management tools such as process flow diagrams, lean management, and decision trees. This course aims to familiarize you with the major operational issues that confront managers, and provide you with the language, concepts, insights, and analytical tools to deal with these issues.

GENERAL MANAGEMENT CONCENTRATION COURSES

MBA 761 Leadership and Teams. Teams are a critical part of conducting business, helping to address challenging issues that require a diverse set of skills. Strong teams require capable leadership, attention to process, innovative ideas, excellent communication, and an appreciation for diversity. While much is known about what makes some teams more successful than others, few people are trained in how to effectively create, build, and manage teams. This course focuses on learnings and best practices in team formation, working on a team, leading teams, and managing multiple teams.

MBA 762 Negotiation and Conflict Resolution. You will come to recognize the importance of negotiation and conflict resolution in a business. You will acquire a new catalog of negotiating and conflict resolution skills and develop a systematic and positive approach to negotiating with colleagues, bosses, clients, and other stakeholders.

MBA 763 Leading Across Boundaries. Many businesses are global enterprises, operating beyond national boundaries and are subject to the forces of globalization. This course challenges the traditional approaches to management and organizational behavior by focusing on the international dimensions of leadership. To be successful, one must successfully lead in the global economy and appreciate the wide array of differences in cultures and social institutions. This course explores how cultures vary, how to recognize those variances and how to manage effectively within those environments.

BUSINESS ANALYTICS CONCENTRATION COURSES

MBA 751 Data Mining for Managers. In this course you will be provided with a theoretical and practical understanding of core data mining concepts and techniques and hands-on experience in applying these techniques to practical real-world business problems. Less emphasis will be placed on the inner workings of each method and more on when and how to use each technique and how to interpret the results

MBA 752 Econometrics. In this course you will use econometrics and econometric techniques in financial and economic research and decision-making. You will focus on the practical application of economic theory to business strategy and tactics, with a special emphasis on empirical methods.

MBA 753 Risk Management. Firms face operational and financial risks every day. In this course you will study the various methods of handling these risks, including loss prevention, risk retention, self-insurance, corporate insurance programs, and capital markets.

HEALTH CARE MANAGEMENT CONCENTRATION COURSES

MBA 771 Population Health Informatics. In this course you will explore the foundations of population health informatics, including

information architecture, data standards and confidentiality as they pertain to population health management. You will also examine key concepts related to registries, electronic health records, epidemiological databases, bio surveillance, health promotion, and quality reporting in population health management.

MBA 772 Patient Experience and Engagement. Patient-reported outcome measures include measures of health status, quality of life, and satisfaction with healthcare. This course provides an overview of the PRO measurement and research field, and discusses how to develop and evaluate a PROM with qualitative and quantitative methods. You will also explore the importance of understanding a patient's genetic profile, the patient's understanding of his or her illness, the patient's culture's values, beliefs, and norms to be considered toward illness and treatment, and the patient's own goal for treatment and its outcome help form the basis for a team - based decision regarding the patient's care

MBA 773 Policy and Finance for Healthcare Delivery. In this course you will explore health policy and the essential tools and techniques of healthcare financial management, including healthcare accounting and financial statements, managing cash flow, billings and collections, making major capital investments, determining cost and using cost information in decision-making in a healthcare environment. You will also study health policy, i.e., the various ways in which the government plays a role in health and in the provision of health care. Also visited will be the accessibility, cost, quality of health care; the right to make decisions about our health; which are vitally tied to health policies.

GREEN MBA (SUSTAINABILITY) CONCENTRATION COURSES

MBA 781 Corporate Environmental Management and Strategy. In this course you will explore environmental management from the perspectives of the government regulators, private corporations and nonprofit organizations. Environmental policy, proactive corporate environmental strategies, designing sound strategy will also be discussed. The tools developed in this course will aid those interested in competitive strategy, corporate social responsibility and the design of public policy.

MBA 782 Managing Sustainable Operations. This course provides a set of tools and skills to identify, evaluate, and improve the sustainability of manufacturing and supply chain operations. It enables students to understand core concepts of industrial and commercial activities, in this way they will be able to design sustainable manufacturing, service and supply chain operations.

MBA 783 Leading for Sustainable Innovation and Design. In today's increasingly globalized, competitive, and rapidly evolving business environment, an organization's people can be a valuable source of innovation and sustained competitive advantage. The overarching purpose of this course is to help students develop leadership skills to realize these ends in the contexts of early-stage entrepreneurial "startups" and intrapreneurial enterprises embedded within established organizational contexts and cultures. Emphasis is placed on skills needed to create sustainable value, and visionary leadership practices that harness purpose-driven missions to disrupt business as usual by creating solutions to world challenges that are sustainable.

ADVISOR ASSIGNMENT

The Chair of the School of Business will serve all MBA students as academic advisor throughout the program. You should make an advising appointment for advisement immediately following admission to the program before registering for classes.

Dr. Robert Badowski
Thompson Clark 306
badowsr@westminster.edu
724-946-6831

WESTMINSTER COLLEGE

M.B.A. - SAMPLE COURSESEQUENCE

Name _____ Date _____

Address _____
 (Street) (City) (State) (Zip)

Preferred Phone _____ Email _____

Requirements for the Master of Business Administration

30 Semester Hours

Course #	Course Title	Planned	Completed
CORE COURSES (<i>ALL OF THE BELOW COURSES, 21 SEMESTER HOURS</i>)			
MBA 710	Managing Communications and Information		
MBA 720	Accounting and Finance for Decision Makers		
MBA 730	Marketing Management		
MBA 740	Business Law and Ethics		
MBA 750	Business Analytics and Strategic Management		
MBA 760	Human Capital Management		
MBA 770	Operations Management		

CONCENTRATION COURSES (<i>9 SEMESTER HOURS, INSERT COURSES BELOW</i>)			

General Management Courses	MBA 761 MBA 762 MBA 763	Leadership and Teams Negotiation and Conflict Resolution Leading Across Boundaries
Business Analytics Courses	MBA 751 MBA 752 MBA 753	Data Mining for Managers Econometrics Risk Management
HealthCare Management Courses	MBA 771 MBA 772 MBA 773	Population Health Informatics Patient Experience and Engagement Policy and Finance for Healthcare Delivery
Green MBA (Sustainability) Courses	MBA 781 MBA 782 MBA 783	Corporate Environmental Management and Strategy Managing Sustainable Operations Leading for Sustainable Innovation and Design

MBA Course Sequence							
	Fall Term			Spring Term		Summer Term	
	Session 1	Session 2		Session 1	Session 2	Session 1	Session 2
Core	MBA 750	MBA 740		MBA 730	MBA 770	MBA 710	MBA 720
		MBA 760					
Business Analytics	MBA 751			MBA 752			MBA 753
Management	MBA 761				MBA 762	MBA763	
Healthcare Management	MBA 771				MBA 772		MBA 773
Sustainability	MBA 781			MBA 782		MBA 783	

	Core Courses
	Management Concentration Courses
	Business Analytics
	Healthcare Management
	Sustainability

Course Number	Course Name
MBA 710	Managing Communications and Information
MBA 720	Accounting and Finance for Decision Makers
MBA 730	Marketing Management
MBA 740	Business Law and Ethics
MBA 750	Business Analytics and Strategic Management
MBA 760	Human Capital Management
MBA 770	Operations Management

General Management	
MBA 761	Leadership and Teams
	Negotiation and Conflict
MBA 762	Resolution
MBA 763	Leading Across Boundaries

Business Analytics	
MBA 751	Data Mining for Managers
MBA 752	Econometrics
MBA 753	Risk Management

Health Care Management	
MBA 771	Population Health Informatics
MBA772	Patient Experience And Engagement
MBA 773	Policy and Finance for Healthcare Delivery

Green MBA (Sustainability)	
MBA 781	Corporate Environmental Strategy
MBA 782	Managing Sustainable Operations
MBA 783	Leading for Sustainable Innovation and Design

WESTMINSTER COLLEGE

319 S. Market Street
New Wilmington, PA 16172

STAY CONNECTED

CALL: 724-946-6831

VISIT: westminster.edu/graduate

EMAIL: badowsr@westminster.edu

JOIN THE CONVERSATION

