



William Howard Taft — U n i v e r s i t y —

The W. Edwards Deming School of Business

Master of Business Administration (M.B.A.) Program

REV. 10-2011

CATALOG SUPPLEMENT

(A Non-Resident Independent Study Degree Program)

The University's School of Business is dedicated to the memory of W. Edwards Deming (1900-93), a consultant and academic scholar recognized as the father of the total quality management movement and a proponent of life-long learning.

This catalog supplement should be carefully reviewed in conjunction with the University's *General Catalog* by individuals considering application to the *M.B.A.* program. Additional catalog supplements are available for other University degree programs.

Any questions on the information contained in this catalog supplement should be directed to the Admissions Office at the address or telephone numbers below:



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The Master of Business Administration Program

OVERVIEW

The *Master of Business Administration Program*, hereinafter the *Program*, is a directed independent study graduate degree program. The *Program* is of particular interest to individuals interested in acquiring the skills and educational qualifications needed to succeed in almost any business environment. The MBA Program benefits those in executive and managerial positions as well as individuals providing consulting services to enterprises of varying size and structure.

The overall learning objectives of the program are:

- To develop the business skills necessary to start or consult to a small business venture.
- To develop and refine business plans that incorporate best practices and align with company goals and objectives.
- To explore the intricacies of effective management and marketing of businesses of varying size and structure.
- To allow for a number of electives, focused on various entrepreneurial and business issues and procedures.

PRESENTATION

The *Program* is presented on a trimester basis. Students are generally enrolled in 12 units per trimester. Each trimester consists of a minimum time period of 16 weeks from the date study commences. Students not completing all trimester coursework in 16 weeks will be granted an extension of time to complete the trimester. Such extensions normally may not exceed 32 weeks. Students may take a leave-of-absence between trimesters. However, except in special circumstances, the entire degree program (3 trimesters) must be completed within five years.

Course work is submitted and graded via the University's online learning platform. The online platform gives students and faculty one central place to log on and interact through discussion forums, submit and retrieve feedback on lesson assignments, and access any ancillary electronically available course materials.

It requires no special computer skills and is available to enrolled students from anywhere there is an Internet connection.

Each course in the *Program* contains a series of lesson assignments generally consisting of reading assignments supplemented occasionally by various multimedia. Students are evaluated through examinations and/or research assignments which are submitted for faculty evaluation.

Students conclude the *Program* with the preparation of a comprehensive business plan or Capstone project.





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DIRECTED INDEPENDENT STUDY

The *Program* utilizes a directed independent study modality and requires no classroom attendance.

Distance education is designed for students who live at a distance from the University facilities. It is a process that provides organized, formal learning opportunities for its students. Independent self-study recognizes that education is an individual process where students with different learning needs and study schedules can be accommodated. It emphasizes learning that is meaningful, where individuals enjoy the learning process, and acquire knowledge to better understand and manage their own careers.

The Program's Faculty Mentors support the student's independent-study learning role by guiding and stimulating the learning process through meaningful feedback on assignments and one-on-one interaction. Our faculty mentors recognize individual learning styles and needs, encourage one-on-one contact, and emphasize the relevance of the material to the individual's situation.

Each course in the *Program* contains a series of lesson assignments generally consisting of reading requirements and written research assignments. Students are evaluated through examinations and/or assignments which are electronically submitted for faculty evaluation.

Shortly after enrollment in the *Program*, the students, in collaboration with the Student Services Coordinator, agree on a plan for the completion of the degree requirements. The degree completion plan will include a projected timetable for completion of the *Program*, selection of electives, and communication with faculty and staff. While the plan can be modified in the future, experience has shown this type of planning increases a student's probability of success.

The University believes evidence of computer literacy is required to earn a credible graduate degree in any discipline. Internet access and minimum computer skills are required as a condition of admittance. Technology also plays an important part in a student's ability to communicate with administration, faculty, and fellow students. Accordingly, all students must have access to a computer with the minimum specifications set forth in the University's *General Catalog*.

Students are not expected to be computer experts. However, all students must have a working knowledge of Microsoft Windows®, Microsoft Word®, access to the Internet, and e-mail.

DEGREE REQUIREMENTS

To earn the *Master of Business Administration (with a concentration in Professional Practice Management)* degree, a student must complete the courses described in this *Catalog Supplement* (36 units total) with a cumulative grade point average of at least 3.00. The requirements may be completed in as little as twelve months, and must be completed within five years from the date of initial enrollment.

ADMISSION POLICIES AND REQUIREMENTS

Applicants who have earned a bachelor's degree from a college or university accredited by an accrediting agency recognized by the United States Department of Education are considered regular applicants to the *Program*. The majority of applicants to this *Program* are adults working in a variety of professional settings. Consequently, prior class rank and/or grade point average are not significant factors in the admission process.

An individual not qualifying as a regular applicant may apply as a special applicant. Special applicants are evaluated on a case-by-case basis, but must have an academic background equivalent to a bachelor's degree earned in the United States. (This could be a degree earned outside the United States or a combination of academic units earned and professional employment experience.)

Applicants whose native language is not English and who have not earned a degree from an appropriately accredited institution where English is the principal language of instruction must receive a minimum score of 500 (530 for Masters degree program applicants) on the paper-based Test of English as a Foreign Language (TOEFL), or 61 on the iBT (71 on the iBT for Masters degree program applicants), or its equivalent. Applicants wishing to transfer in credits or degrees earned at institutions located outside the United States must have their academic transcripts evaluated and certified by a National Association of Credential Evaluation Services, Inc. (NACES) member organization.



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TRANSFER CREDIT AND PORTFOLIO CREDIT

Subject to the limitations of state and accreditation regulations and academic comparability, students may apply to have credit awarded through completion of:

Transfer Credit: Transfer credit toward a degree may be awarded for postsecondary courses completed by the student at other institutions if such courses are found to meet the standards and requirements of the specific program. Transfer credit must be from an appropriately accredited institution.

Portfolio Credit: A demonstration of college-level learning to earn course credit for professional and life experience. Credit may be given for adequately documented and validated experiential equivalent learning of a postsecondary nature. Examples include credit for learning acquired through business experience, college level equivalent tests, achievement in a related profession, or other postsecondary level equivalent experience. Students with prior military experience may also apply to have military coursework and documentation evaluated for possible equivalent college credit.

HOW TO ENROLL

To apply for admission to the *Program*, an applicant must first complete the University's *Application for Admission* form along with the required application fee (An additional fee is assessed for applicants seeking transfer credit). It is not necessary to submit official transcripts at the time of application. However, official transcripts will be required within 60 days of enrollment. If the applicant is accepted for admission to the *Program*, enrollment materials will be prepared and sent to the applicant for review and signature. All payments submitted for tuition and fees must be payable in U.S. dollars. Payments may be made by MasterCard®/Visa®/American Express® or personal/business check.

FINANCIAL INFORMATION

The tuition for the Program is \$225.00 per unit. Current information on financial aid is set forth on the University's website. Enrollment in the *Program* will generally qualify students for payment deferrals on existing federally insured student loans. Applicants seeking deferrals on existing student loans should check with their lenders prior to enrollment.

FEE SCHEDULE

Application Fee	\$100.00
Transfer Credit Evaluation Fee	\$55.00
Portfolio Credit Evaluation Fee	\$100.00
Registration Fee (<i>Per Trimester</i>)	\$50.00
Graduation Check/Diploma Fee	\$75.00
Computer Library Fee (<i>Per Trimester</i>)	\$45.00
Administrative Accounting Fee (<i>Per Trimester</i>) (<i>Installment Pmt. Option Only</i>)	\$25.00
Transcript Fee (<i>Two Provided at No Cost</i>)	\$10.00
Returned Check Fee	\$25.00

The cost of books and materials, other than each course syllabus, is not included in the tuition. Most books and materials may be purchased at local colleges, retail bookstores, directly from publishers or over the Internet. The cost is estimated to average approximately \$125.00 per course.

INCOME TAX DEDUCTIBILITY

Educational expenses are generally deductible (even if they lead to a degree) if the education that is undertaken maintains or improves a skill required by the individual in the individual's employment or meets the express requirements of the individual's employer. Accordingly, tuition, fees, and materials for this *Program* should generally be tax deductible as itemized deductions for students employed as educators. Employer-paid educational expenses related to an employee's employment are not treated as taxable income to the employee. Applicants and students are encouraged to contact their professional tax advisor to ascertain the income tax ramifications in their specific circumstances.

FACULTY

The University employs faculty qualified to undertake the level of instruction or course development that they are assigned. They possess degrees or credentials appropriate to the degree program and level they teach. A complete listing of faculty and their qualifications is set forth in a separate *Catalog Supplement*.



The Master of Business Administration Program

CURRICULUM AND COURSE DESCRIPTIONS

FIRST TRIMESTER

MGT511 – Managerial Perspectives (4 Units)

This course focuses on managerial careers, development of critical executive and managerial abilities, and the dynamics of organizational environment and systems as they impact managerial progression and work.

Prerequisites: None.

MKT511 – Marketing Management (4 Units)

This course emphasizes the importance of teamwork between marketing and all the other functions of the business, strategic market planning, and presents company examples of creative, market-focused, and customer-driven action.

Prerequisites: None.

FIN515 – Money and Capital Markets (4 Units)

The principal objective of this course is to give students a clearer picture of how the money and capital markets, which now completely circle the globe, function to provide the many services and fulfill the many roles they are expected to perform in today's world.

Prerequisites: None.

SECOND TRIMESTER

BUS511 - Entrepreneurship (4 Units)

This course presents an overview of all aspects of entrepreneurship including developing a viable concept, organizing the enterprise, market and financial planning, and controlling the organization with a special emphasis on concepts of goal setting, motivation and the psychology of achievement.

Prerequisites: First Trimester courses.

BLW513 – The Legal and Regulatory Environment of Business (4 Units)

This course highlights the legal and regulatory environment in which people and companies conduct business activities. It emphasizes public rather than private law.

Prerequisites: First Trimester courses.

ACC513 – Managerial Accounting (4 Units)

This course offers a balanced coverage of concepts, methods, and uses of managerial accounting with a strong emphasis on management issues. The principal course objective is to help the MBA student focus on concepts and managerial uses of accounting information, rather than the techniques of cost accounting.

Prerequisites: First Trimester courses.

THIRD TRIMESTER

Choose a minimum of 8 units from the following Elective Courses

BUS503 - Valuing a Small Business or Professional Practice (4 Units)

This course explores the most commonly accepted valuation methods for closely-held businesses and professional practices. It also covers defining value for different purposes, the impact on value of cash versus financing options, as well as how to work with professional business appraisers and business brokers.

Prerequisites: Second Trimester courses.

BUS512 – Franchising and Licensing (4 Units)

This course explores concepts of franchising, benefits and problems from both a franchisor and franchisee perspective, as well as legal requirements. Students research actual franchise opportunities.

Prerequisites: Second Trimester courses.

BUS516 – Commercial Leasing (4 Units)

Often the largest financial commitment of the small or developmental stage business, this course covers lease negotiations, the lease document, and tenant improvements for both office and retail leases.

Prerequisites: Second Trimester courses.



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ELECTIVE COURSES continued:

BUS519 - Business Research Methods (4 Units)

This course explores practical research theory and processes that managers can use to assist in decision making. Students will study research methods, information analysis, information evaluation, and strategy development based on sound research.

Prerequisites: Second Trimester courses.

BUS550 – Self Leadership (2 Units)

This course is a comprehensive examination of Leadership grounded in sound principles and research. It explores methods for achieving personal goals using self-assessment, self-reward, self-talk, mental imagery, team-think, and other cutting-edge concepts. The emphasis of the course is on Self-Leadership and application, with some review of theories related to leading others; however the focus here is in self-leadership tools as a means to the successful leadership of others.

BUS552 – Business Operations Innovations (2 Units)

This course is designed around the core principle that companies can't survive without innovating. The course and assignments are a centered balance between how organizations manage the process of generating new ideas against what it means to be able to execute against those ideas operationally, turning ideas into actual breakthrough products, services, and process improvements. The course reviews building the right teams and managing operational processes while testing new assumptions and forecasting & measuring change results.

BUS555 – Product and Operations Quality (2 Units)

This course captures the fundamentals of Six Sigma methodology and shows how to use its tools and techniques to improve customer satisfaction and business performance through product and operations quality. Offering a practitioner's point of view, this course covers key topics such as quality function deployment; DMAIC problem-solving; measures and metrics; project management; statistical methods; control charts; reliability; failure modes and effects analysis; and lean manufacturing. The course is based in realistic industry examples to support each topic.

BUS559 – Strategic Business Innovation (2 Units)

This course focuses on the topic of Strategic Planning and how effective Strategic Planning is one of the most important steps a company can take in order to build a competitive advantage in the modern marketplace. The course presents a strategic model that represents a comprehensive and effective approach to understanding and executing the strategic planning process in any size organization. The course describes the concepts of competition and competitive advantage, explains the ins and outs of writing a strategic plan and the importance of executing the plan, and provides simulation cases for discussion.

BUS560 – Strategic Staffing (2 Units)

The Strategic Staffing course prepares managers to take a strategic and modern approach to the identification, attraction, selection, deployment, and retention of talent. Grounded in research but full of real-world examples, this course describes how organizations can develop a staffing strategy that reinforces business strategy, leverages staffing technology, and evaluates and improves staffing systems. The focus is on the Staffing Context; Planning, Sourcing, and Recruiting; Selecting; and Managing the Staffing System.

BUS562 – Performance Management (2 Units)

This course emphasizes that the key competitive advantage in today's globalized world lies, not in technology and products, but in its PEOPLE. In today's globalized world it is easy to gain access to the competition's technology and products. Given this, what is it that makes some businesses more successful than others? What is today's key competitive advantage? In this course you will discover that the answer is people. Organizations with motivated and talented employees offering outstanding service to customers are likely to pull ahead of the competition, even if the products offered are similar to those offered by the competitors. This course is about the design and implementation of successful performance management methods.



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CURRICULUM AND COURSE DESCRIPTIONS

ELECTIVE COURSES concluded:

BUS565 – Human Resource Management (2 Units)

This course is a concise yet thorough review of essential HR management concepts and strategies focusing on providing students and practicing managers with essential HR management concepts including fundamental practices, methods, topics, and relevant legal findings. The core design is to make the information relevant to managers both within the field of Human Resources, and also managers from other fields that need to be familiar with the Human Resources framework. Each part of the course focuses on how managers strategically use HR practices and technology in today's business environment striking a balance between theory and real-world application.

BUS570– Product Design as Business Strategy (2 Units)

This course explores product design and explains how to use design to transform a business, a brand, and the way a company operates. The core context of the course is that design drives innovation and should be at the core of a good business strategy. We explore the skills to identify possible futures, invent exciting products, build bridges to customers, solve tough problems, and more. The course reviews the theory, and requires critical thinking from the students as they apply design to different phases of business.

BUS572 – Data Visualization and Presentation (2 Units)

This course is a broad survey of modern and cutting edge information visualization techniques, the graphic presentation of data, which fosters simplified usages of technology through the representation of complex information at a glance. In modern Information Management, this field is emerging as the quintessential technological competitive advantage. This course examines the methods of two dozen visualization experts who approach their projects from a variety of perspectives -- as artists, designers, commentators, scientists, analysts, statisticians, and more. Together they demonstrate how visualization can help us make sense of the world. Firms that can understand their data, and create new data intense products, will be the market leaders well into the 21st century.

FIN502 - Financing the Business Venture (4 Units)

This course focuses on setting out the basic principles of financial management and applying them to the decisions faced by the financial managers. It shows how managers value investments that may pay off at different points in time or have different degrees of risk. The course also explores financing alternatives available to the small or developmental stage enterprise.

Prerequisites: Second Trimester courses.

FIN514 – Financial Planning Principles (4 Units)

This course is intended to provide an in-depth understanding of the basic principles underlying financial planning. Theoretical concepts needed to understand and practice financial planning are discussed in detail. The understanding of the theoretical principles is then strengthened through real world examples.

Prerequisites: Second Trimester courses.

MKT513 - Public Relations (4 Units)

This course presents the basic information about public relations practice, presents a brief summary of its development, and addresses trends that might predict the future.

Prerequisites: Second Trimester courses.

Choose one course from the 2 options below (BUS596 or BUS597):

BUS 596 Business Plan (4 Units)

In this course, the candidate works with faculty guidance to develop a comprehensive business plan.

Prerequisites: All Core and Elective courses.

BUS 597 Capstone (4 Units)

The capstone course allows students to apply the knowledge gained throughout the program to a work-related project. Students work with a faculty member to select an appropriate project and outline the course scope and deliverables. It is expected that the completed project will deliver some business process improvement or other benefit to the student's work environment if possible.

Prerequisites: All Core and Elective courses.



The Master of Business Administration Program

ANSWERS TO THE MOST FREQUENTLY ASKED QUESTIONS

1. Q. How long does it take to complete the Program?

A. The University's commitment to the Accrediting Commission of the Distance Education and Training Council precludes any student graduating from a University degree program in less than one year. Students may take as long as five years to complete the *Program*.

2. Q. Will you accept transfer credits from other MBA Programs?

A. Yes, students may apply to transfer up to a total of 18 semester units from comparable coursework completed at approved institutions. Applicants seeking transfer credit should include complete information on prior graduate studies at the time of application. A *Transfer Credit Form* is available to download from the University website.

3. Q. I don't have a lot of computer knowledge. Will I have difficulty completing the assignments?

A. Computer requirements are detailed in the *General Catalog*. Basic knowledge of Microsoft Windows® and Word® is necessary to complete the assignments. Internet access is necessary to utilize the Lexis®/Nexis® electronic library. An e-mail address is necessary to effectively communicate with University personnel and fellow students. If you have no computer experience, enrollment in one-day courses in Windows®, Word®, and the Internet, will provide the necessary computer skills to complete the assignments.

4. Q. I'm not sure I want to complete the entire Program; can I take just one course rather than enroll in the entire Program?

A. No. Students are enrolled in an average of 12 units each trimester. However, a student who elects not to complete the *Program* or enroll in additional trimesters has no financial obligation to the University beyond the current trimester.

5. Q. How soon can I get started?

A. The University maintains open enrollment throughout the year. Applications are reviewed weekly and most students commence study within three weeks from the date of application. Trimesters start on the 15th of every month.

6. Q. What financial aid and tuition financing alternatives are available?

A. Many students are eligible for financial aid through employer tuition reimbursement programs and/or the University's *Partners in Professional EducationSM (PIPESM) Program*. Additionally, the University offers a no-interest financing alternative which permits students to pay approximately 30% of tuition at the time of enrollment and the balance over a 5 month period. Other financing sources or scholarship opportunities may also be available. Refer to the website for the most current offerings.

7. Q. Is there ever a need to attend a physical class?

A. No. Academic and administrative procedures are carefully designed so that students can complete all requirements for graduation entirely online without unreasonably disrupting their professional or family lives. Students may elect to take examinations at over 250 approved testing sites. If a testing site is not convenient to a student, procedures are in place for the student to nominate a proctor.

8. Q. Will I need to complete courses pursuant to a rigid timetable?

A. No. Each trimester must generally be completed in not less than 16 weeks nor more than 48 weeks. However, completion of assignments within this time period is at the discretion of the student. There are no assignments that must be submitted on a weekly or monthly schedule and students may take time off between trimesters. However, except in special circumstances, the entire *Program* must be completed within five years from the date of matriculation.

