



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

Deming School of Business

Master of Business Administration (MBA)

A Non-Resident Directed Study or 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 *MBA* 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:

William Howard Taft University

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Lakewood, Colorado 80227*

*(877) 894-TAFT (8238)
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Message from the Dean

William Howard Taft University has served students for over three decades.

Welcome to the Deming School of Business at William Howard Taft University. William Deming's (1900-1993) significant contributions to the theory of quality improvement include the Fourteen Points for Quality Improvement and the System of Profound Knowledge. Deming's Theory of Profound Knowledge consists of four parts: appreciation for a system, knowledge about variation, theory of knowledge, and knowledge of psychology. He believed in what Gestalt Theorists stated as: the whole is different and/or greater than its parts.

He knew that to improve/change/or fix a system, you must understand it first. Deming helped create a system that proved to be holistic and dynamic, and is still used around the world in industry, government, and academia.

Dr. Deming was also known for his many quotes, and the following is one favorite: "It is not enough to do your best; you must know what to do, and then do your best." This quote that can be easily applied to your business studies here at William Howard Taft University. We will help you in acquiring the knowledge needed to do your best and become the best in your future endeavors.

Anita Cassard, MPS, PhD

Dean, Deming School of Business

Dr. Anita Cassard completed her undergraduate coursework at the Economic Research Institute and Institute of Advanced Studies in Vienna, Austria. She received her Master of Professional Studies in Hospital & Health Administration (MPS) from Milano The New School for Management and Urban Policy in New York City, and her doctoral degree from Walden University in Minneapolis, Minnesota (Applied Management and Decision Sciences).

Dr. Cassard is a member of Sigma Iota Epsilon-Zeta Rho Chapter and Delta Mu Delta and has published papers in scientific journals including: Insight – A Journal of Scholarly Teaching, JABE- the Journal of Applied Business and Economics, and JSBHS- Journal of Social, Behavioral, and Health Sciences. VDM-Publishing in Germany with distributions in Europe, Asia, and the United States published her book, The Sherpa Leadership Model: A Model of Disempowerment.

Dr. Cassard has spent the past twenty years building bridges between higher education and the global business environment to empower people of all backgrounds to work together and become successful citizens.





OVERVIEW OF THE PROGRAM

The *Master of Business Administration (MBA)* program is offered as a distance education graduate degree, employing *Directed Study* and *Independent Study* modalities. The *MBA* is of particular interest to individuals interested in acquiring the skills and educational qualifications needed to succeed in almost any business environment. The program benefits those in executive and managerial positions as well as individuals providing consulting services to enterprises of varying size and structure.

Our students may choose between a *general MBA* or *MBA in Health Care Administration*.

OBJECTIVES

The objectives of the *Master of Business Administration (MBA)* program are as follows:

- To offer a program of coursework and practical exercises in business administration, leadership, management, and sound operational practices that will enhance the professional and personal lives of its students.
- To prepare students with the business skills necessary to develop or consult with business enterprises.
- To explore the intricacies of effective management and marketing of businesses of varying size and structure.

Successful graduates of the program will demonstrate:

- Application of knowledge in the legal, regulatory, theoretical, ethical, and practical aspects of operating businesses of varying size and structure.
- The ability to evaluate common business and related legal issues and make appropriate decisions and recommendations based on sound research, reasoning, and analysis.
- Appreciation for making socially responsible and environmentally sustainable choices when designing and implementing business strategy.
- How to author a properly formatted and presented Business Plan or Capstone project that represents substantive original work that ties together the learning objectives of the coursework.

PRESENTATION

The *MBA* program is presented through distance education modalities using online technology requiring no classroom or seminar attendance. The program is available in both the *Directed Study* or *Independent Study* modalities.

The 30-credit program requires a minimum of one year of study. While materials and instruction are presented in a non-traditional manner, it is an objective of the University to maintain criteria comparable to resident graduate business programs with respect to program content and academic standards. Written research assignments, examinations, and presentations are required elements of the *MBA* program.

Each semester consists of two 8-week sessions with most students completing one course or 3 credits every 8-weeks. First semester students are limited to one course per term for each 8-week session, for a total of 6 credits for the semester. However, a student may seek approval from the Dean to register for additional hours for future terms.

Coursework 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 course materials. Our faculty believe that regular and substantive interaction with students is an important element of the learning experience. Therefore, through the online platform faculty are regularly available throughout the weeks of instruction.

MBA students conclude the program with the preparation of a comprehensive business plan or capstone project. All assignments are submitted through the online learning portal.

DIRECTED STUDY PROGRAM

Each course in the *Directed Study MBA* program contains a series of readings, lesson assignments, and regular online asynchronous discussions. All course work must be completed in the 8-week term, unless a 30-day extension is approved by the Dean. A student completing one course each 8-weeks will finish the program in 20 months.

Directed Study students may apply for financial aid to cover the cost of their education.

INDEPENDENT STUDY PROGRAM

The University's *Independent Study* modality recognizes that education is an individual process where individuals with different learning needs and study schedules can be accommodated. The program's faculty members support individual learning styles and needs, emphasizing the relevance of the material to the individual's situation.



Each course in the *Independent Study MBA* program contains a series of lesson assignments generally consisting of reading requirements and research projects. Students are evaluated through examinations and/or research assignments which are submitted for faculty evaluation. Students are encouraged to complete all coursework in the 8-week term. However, a 30-day extension is automatically granted to students that require more time. A student may also accelerate the time to completion, as they may begin the next course, upon completion of the first course, prior to the end of the 8-week term. The entire degree may be completed in only 12 months.

Independent Study students may *not* utilize federal financial aid.

DEGREE REQUIREMENTS

To earn the *Master of Business Administration (MBA)* degree a student must complete the courses listed in the curriculum section of this *Catalog Supplement* in good academic standing. All requirements 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.

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. This could be a degree earned outside the United States or a combination of academic credits earned and professional employment experience.

An applicant may be conditionally admitted into the program based on a completed Application for Admission form and student copies of transcripts reflecting the applicant's highest relevant degree.

The vast majority of the program's applicants are mature adults working in a variety of professional settings. Many have not attended college for several years. Consequently, prior class rank and grade point average are not significant factors in the admission process.

INTERNATIONAL APPLICANTS

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 530 on the paper-based Test of English as a Foreign Language (TOEFL), or 71 on the iBT, or its equivalent. For more information on TOEFL visit [their website](#).

Applicants with 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.

MILITARY APPLICANTS

The University participates in Veterans Administration (VA) and Military Tuition Assistance education programs designed specifically for active duty, reserve, veterans, or spouse and family. In most cases, military benefits will cover 100% of tuition, fees, and books.

The Taft University System complies with the Veterans Benefits and Transition Act of 2018, Section 3679 of title 38. The complete policy can be found at <https://www.taft.edu/military-education-program>.

The University is a Defense Activity for Non-Traditional Education Support (DANTES) affiliated school. DANTES is a Department of Defense organization created to help service members pursue educational goals through non-traditional means during active military duty.

The evaluation of previous postsecondary education and training is mandatory and required for VA beneficiaries. For students utilizing Veterans benefits who are approved for transfer credit as a result of this evaluation, the institution will grant appropriate credit, reduce the program length proportionately, notify the student and Veterans Affairs in writing of this decision, and adjust invoicing of the VA accordingly.

APPLICATION PROCESS

To apply for admission to the program, an applicant must complete the University's [Application Form](#) and pay the associated \$75 Application Fee. **In addition, we require the following documents to complete an application:**

- Resume
- Bachelor's degree transcript
- Copy of ID



It is not necessary to submit official transcripts of prior academic work at the time of application; *however, official transcripts of prior degrees will be required within 30 days of enrollment.*

An admissions representative will contact the applicant if further documents are required, such as a degree evaluation. Once all necessary documents are received, the applicant will be sent for review and should hear back about acceptance within one week.

HOW TO ENROLL

Once an applicant is conditionally accepted for admission to the program, an admissions representative will inquire about the applicant's desired start date (within six months of acceptance). After confirmation of the desired start date, a formal *Enrollment Agreement* will be prepared and sent to the applicant for review and signature via DocuSign. Current information about program start dates can be found on the [Academic Calendar](#) on our website.

Applicants are encouraged to contact the Admissions Office if there are any questions regarding enrollment procedures. Emails can be sent to Admissions@Taft.edu or phone calls made to 303-867-1155.

TRANSFER & PORTFOLIO CREDIT

The acceptance of transfer credits between academic institutions lies within the discretion of the receiving college or university. Therefore, the University cannot guarantee that any course or degree completed at another educational institution will be accepted by the University nor can the University guarantee that any course or degree program completed at the University will be accepted as credit by any other educational institution.

Students may apply to have prior coursework and/or college-level learning reviewed by the University for academic credit.

Transfer Credit: A student may transfer up to 15 credits into the *MBA* program. Transfer credit toward a degree may be awarded for postsecondary courses completed by the student at other appropriately accredited institutions if such courses are found to be academically comparable and meet the standards and requirements of the specific program. Courses must have been completed in the last seven years to qualify as transfer credits toward the *MBA* program.

Portfolio Credit: Academic credit may be given for adequately documented and validated experiential equivalent learning of a postsecondary nature. Examples

include credit for achievement of certifications, college level equivalent tests, or other postsecondary level equivalent experience. Students with prior military experience may also apply to have military coursework evaluated for possible equivalent college credit. A maximum of six may be recognized as Portfolio Credit.

The awarding of transfer credit or portfolio credit is considered on a case-by-case basis and awarded at the sole discretion of the University.

A maximum of 15 credits may be transferred into the MBA program. Experiential learning may represent no greater than 6 of the 15 credits.

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 the *Faculty Catalog Supplement* available on the website.

FINANCIAL INFORMATION

Tuition for the *MBA* program is \$295 per credit. Total tuition is estimated at \$8,850. Information on tuition, fees, payment options, and financial aid can be found on the University's website.

LOAN DEFERRALS & GRANTS

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.

Current grants and scholarships offered through Taft University and third parties can be found on the [Scholarships & Grants](#) page of our website.

EMPLOYER TUITION REIMBURSEMENT

The University will provide reasonable documentation to students seeking tuition reimbursement from their employer. However, if employer acceptance or tuition reimbursement is a material consideration, the University recommends applicants ascertain the policy of their employer prior or enrollment.



FEE SCHEDULE

Application Fee	\$75
Transfer Credit Evaluation Fee	\$55
Portfolio Credit Evaluation Fee	\$100
Enrollment Fee <i>(First-Term Registration Fee)</i>	\$100
Technology & Library Fee <i>(Each Semester)</i>	\$95
Diploma Fee	\$75
Transcript Fee	\$10

All fees are Non-Refundable

The University reserves the right to administer additional fees for late payments, returned checks, and other business functions.

Students should budget an average of \$150 per course for books/supplies.



CURRICULUM

Students have the option of completing the general *MBA* or *MBA in Health Care Administration*.

The following courses are required in the *Master of Business Administration (MBA)* program:

General MBA

BUS515 Human Resource Management Framework	3
MKT501 Marketing Management	3
ACC503 Managerial Accounting	3
MKT507 Public Relations	3
BLW503 The Legal & Regulatory Environment of Business	3
MGT501 Managerial Perspectives	3
FIN505 Money & Capital Markets	3
BUS510 Business Research	3
BUS570 Strategic Planning for Competitive Advantage	3
BUS594 Business Plan <i>OR</i> BUS595 Capstone Project	3
Total Credits	30

MBA in Health Care Administration

BUS515 Human Resource Management Framework	3
MKT501 Marketing Management	3
ACC503 Managerial Accounting	3
MKT507 Public Relations	3
BLW502 Legal Aspects of Health Care Administration	3
MGT514 Management Principals for Health Care Professionals	3
BUS513 Economics of Health and Medical Care	3
FIN503 Health Care Finance	3
BUS570 Strategic Planning for Competitive Advantage	3
BUS594 Business Plan <i>OR</i> BUS595 Capstone Project	3
Total Credits	30

COURSE DESCRIPTIONS

BUS515 – Human Resource Management Framework (3 credits)

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.

MKT501 – Marketing Management (3 credits)

This course focuses on formulating and implementing marketing management strategies and policies. The marketing management process is important at all levels of the organizations, regardless of the title applied to the activity. Typically, it is called corporate marketing, strategic marketing, or marketing management. For our purposes, they all involve essentially the same process, even though the actors and activities may differ. The course will provide you with a systematic framework for understanding marketing management and strategy.

ACC503 – Managerial Accounting (3 credits)

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. (*Accounting graduates or CPAs may substitute an elective for this course.*)

MKT507 – Public Relations (3 credits)

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

BLW503 – The Legal & Regulatory Environment of Business (3 credits)

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

MGT501 – Managerial Perspectives (3 credits)

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.

FIN505 – Money & Capital Markets (3 credits)

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.

BUS510 – Business Research (3 credits)

A fundamental key to successful management is information. Knowing what information is needed, when it is needed, how to collect it, and how to interpret it can be the critical process to success. More than basic decision-making research, managers should be able to demonstrate the capacity to add unique knowledge to the national body of knowledge of business. This course will focus on practical theory and processes that managers can use to assist in the decision-making matrix. It will also provide the foundation for developing the practical projects of each course and the program. The process will include analyzing the information, evaluating the results, and developing a strategy that leadership can implement.

BUS570 – Strategic Planning for Competitive Advantage (3 credits)

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.

BLW502 – Legal Aspects of Health Care Administration (3 credits)

This course presents an overview of the legal issues facing the health care industry. It is a comprehensive and inclusive review of a wide variety of health care legal issues providing students with a realistic knowledge of health law and its application to the real world.



MGT514 – Management Principles for Health Care Professionals (3 credits)

This course is an introduction to the management concepts essential to the understanding of the organizational environment within which the functions of the manager are performed. It includes challenges to assumptions about such concepts as power, authority, influence, and leadership. The course is presented in sufficient detail to enable the practitioner to apply the concepts in day-to-day situations.

BUS513 – Economics of Health & Medical Care (3 credits)

This course provides the student with the elements necessary to apply basic economic principles to the health care field. Emphasis is placed on economic tools of particular relevance to health care, pertinent and systematic insights into the workings of the health care system, and the evaluation of health care policies.

FIN503 – Health Care Finance (3 credits)

This course addresses financial information and the decision-making process, financial environment of health care organizations, strategic financial planning, cost concepts and decision-making, and working capital and cash management.

Business Plan or Capstone

BUS594 – Business Plan (3 credits)

In this course, students develop and present a comprehensive business plan for a real or fictitious business that includes the traditional major topics including the executive summary, market and industry analysis, financing, marketing, management, and staffing.

BUS595 – Capstone (3 credits)

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 improved or other benefit or other benefit to the student's work environment, if possible.



FREQUENTLY ASKED QUESTIONS

How long does it take to complete the program?

The University's commitment to the Distance Education Accrediting Commission (DEAC) 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.

How soon can I get started?

Students may apply to the program at any time. The *Directed Study MBA* program has three start dates each year. Students enrolled in the *Independent Study MBA* program have six start dates a year. The most current information about start dates can be found on the [Academic Calendar](#) on our website.

Will you accept transfer credits?

Yes, students may apply to transfer up to a total of 15 credits from comparable coursework completed at approved institutions. Applicants seeking transfer credit must pay the \$55 Transfer Credit Evaluation Fee and include full transcripts and course descriptions with their application to the program. Courses must have been completed in the last seven years to qualify as transfer credits toward the *MBA* program.

I'm not sure I want to complete the entire program. Can I take just one course rather than enroll in the entire program?

No. Students are enrolled in an average of 6 credits each semester. However, a student who elects not to complete the program or enroll in additional semesters has no financial obligation to the university beyond the current semester.

Is there ever a need to attend a physical class?

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.

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

Computer requirements are detailed in the *Academic Catalog*. Basic knowledge of a program such as Word® is required to complete lesson assignments. Internet access is necessary to utilize Moodle™ and the electronic library. An email address is necessary to effectively communicate with university personnel and fellow students – a *Taft University email is not provided to students*.

How are examinations handled?

Students are required to pass proctored assessments and examinations throughout the program. The exams can be proctored online by ProctorU under the supervision of a web camera and microphone – or students can select a member of the Consortium of College Testing Centers (CCTC). CCTC offers proctoring services at over 300 locations throughout the United States.

What research tools are available to students?

The university provides all students with independent online research tools to assist in performing coursework through the *Library & Information Resources Network (LIRN) Virtual Library Collection*. LIRN is an extensive collection of scholarly information, sources, and reference titles from a variety of databases.

Is this program approved for federal student aid?

Yes. Students enrolled in the *Directed Study MBA* program may be eligible to receive Title IV loans. Federal financial aid is not available to students enrolled in the *Independent Study MBA* program.

What other financial assistant options available to students not eligible for Title IV?

Many students are eligible for financial assistance through employer tuition reimbursement programs and/or Taft University's *Partners in Professional Education (PIPE)* program. Additionally, the university offers an interest free payment plan, which permits students to pay 30% of the semester's tuition at the time of enrollment and the remaining balance over a three-month period. Other financing sources or scholarship opportunities may also be available via the website's [Scholarships & Grants](#) page.

Where can I find more information regarding Taft University and the Federal Student Aid that is available at the University?

William Howard Taft University, through The Taft University System, participates in the Federal Direct Stafford Loan program. The loans that students may receive are Federal Direct Unsubsidized Loans and/or Federal Direct Grad Plus Loans. Additional information may be found on the [United States Department of Education's website](#).

All applicants should review the [Consumer Information Guide](#), which is posted on the University's website. Topics such as loan limits, entrance and exit counseling, cost of attendance, and the timing of the disbursements are explained in detail.

What is the cost of attendance for the MBA program at Taft University?

Tuition for the *MBA* program is \$295 per credit and the program requires completion of 30 credits. There are many factors that are required to determine the total cost of an academic program. The University's cost of attendance includes tuition and fees, books and supplies, and minimal internet fees. The University recommends that *Directed Study MBA* program students request Federal Student Aid that will cover only their direct cost of attendance. When it is time to package a student's Federal Student Aid Loan Award, our Financial Aid Office will contact the student to discuss options, calculate specific need, and award what is allowed under the Department of Education guidelines.

All applicants should review the cost of attendance information listed under this program in our *Consumer Information Guide*. The amount a student may borrow will be determined upon the



Financial Aid Office's review of a student's Application for Admission and Free Application for Federal Student Aid (FAFSA) information.

What other steps are required to complete the packaging of Federal Student Aid?

After a student's application for admission to the program has been approved, the student will receive an email from the Financial Aid Office with detailed instructions. The Financial Aid Office will assist with determining eligibility, entrance counseling, signing a master promissory note, and the preparation of a packaged award.

Where can I apply for Federal Student Aid to cover my tuition and fees at Taft University?

For your convenience, the link to the FAFSA website is: <https://www.StudentLoans.gov/> and our School Code is G41004. You will need to complete and submit a current FAFSA form to the Department of Education. The Federal Award Year is from July 1st through June 30th. *Select the appropriate FAFSA for the start date that you have chosen.*

Once you have done this, your FAFSA information will be sent to the University's mailbox. This takes two to three days. The University will need this information to begin your Federal Student Aid process.