FERMANIAN SCHOOL OF BUSINESS

As members of a vital Christian community, we strive:

Mission

To provide high quality business programs that equip students to make a positive impact in their workplace and community by connecting purpose to practice.

Vision

To enable students to fully discover their purpose so that they can transform society, organizations, and people.

Values

- **Character:** We value practicing humility, serving others, and living with integrity.
- **Professionalism:** We value respect for self and others, preparedness, timeliness, and follow-through.
- **Excellence:** We value academic rigor, quality work, critical thinking, and continuous improvement.
- **Relationships:** We value each other, diverse perspectives, and collegiality.
- **Commitment:** We value dedication, perseverance, engagement, and loyalty.
- **Innovation:** We value creativity, adaptability, and an entrepreneurial mindset.

Administration

Dean: Daniel Bothe, D.B.A.

Vice Dean: Jamie McIlwaine, D.B.A.

Associate Dean: Frank Marshall, D.B.A.

Accreditation

Point Loma Nazarene University, through its Fermanian School of Business, is accredited by the Accreditation Council for Business Schools and Programs (ACBSP) to offer the following business degrees:

- Master of Business Administration (MBA)
- Bachelor of Business Administration (BBA)

- Accounting, M.S. (https://pointloma-public.courseleaf.com/prior-catalogs/2022-2023/grad-catalog/colleges-schools-departments/fsb/grad-business/accounting-ms/)
- Master of Business Administration - Daytime (https://pointloma-public.courseleaf.com/prior-catalogs/2022-2023/grad-catalog/colleges-schools-departments/fsb/grad-business/master-business-administration-daytime/)
- Master of Business Administration - Evening (https://pointloma-public.courseleaf.com/prior-catalogs/2022-2023/grad-catalog/colleges-schools-departments/fsb/grad-business/master-business-administration-evening/)
- Organizational Leadership, M.A. (https://pointloma-public.courseleaf.com/prior-catalogs/2022-2023/grad-catalog/colleges-schools-departments/fsb/grad-business/organizational-leadership-ma/)
- Business Administration Graduate Certificates (https://pointloma-public.courseleaf.com/prior-catalogs/2022-2023/grad-catalog/colleges-schools-departments/fsb/grad-business/business-administration-graduate-certificates/)

Business Administration

BUS 6010 Organizational Behavior (3 Units)
This course addresses organizational behavior and how it is impacted by values, diversity, and technology. Students examine the process through which managers learn to apply concepts from the behavioral sciences to observe, understand, and influence behavior in the workplace. Concepts such as motivation, leadership and application of techniques for individual and organizational growth and decision-making in a global environment are discussed.

BUS 6013 Graduate Business Practical Training Independent Study (0.5-4 Units)
This course allows students to make tangible connections between skills and knowledge gained in the classroom with experience in the workplace. In addition, students gain exposure to different work cultures, management styles and professional interactions while enhancing their confidence and competence.
May be repeated for a maximum of four (4) units. Credit/No Credit.

BUS 6015 Accounting for Decision Making (3 Units)
This course develops both financial and managerial accounting concepts required by managers to analyze and communicate financial and other information as it relates to effective decision making in the coordination of managerial and organizational activities. Topics include financial statement analysis, capital and financial budgeting, performance measurement, cost-volume-profit relationships, and incremental analysis.
Prerequisite(s): Accounting Leveling Module

BUS 6017 Applied Ethics (1 Unit)
This course explores the theories of ethics and a process of ethical decision making in order to develop a stakeholder approach to leading organizations. Students will be challenged to consider personal ethical standards (goals, norms, beliefs, and values) and to create a framework for evaluating ethical choices, resulting in the ability to develop, articulate, and implement a compelling moral decision.

BUS 6018 Legal Environment of Business (1 Unit)
This course investigates the key aspects of business law relevant to leaders and managers of organizations. Topics include contracts, strict and product liability, organizational structures, alternative dispute resolution and human resource law. Case studies and case law will be used to understand and apply legal concepts.

BUS 6019 Corporate Social Responsibility (1 Unit)
This course explores how organizations can recognize long-term value by integrating social responsibility into their core strategy. Students will learn how to lead corporate social responsibility efforts within organizations and become effective change agents for positive social impact.

BUS 6025 Applied Data Analysis and Visualization (3 Units)
This course explores methods of applied data analysis, including capturing, identifying and analyzing data to inform decision making. Topics include an overview of statistical concepts, guidelines for effective data analysis, data visualization principles, and presenting and evaluating alternative solutions. Emphasis will be placed on designing and creating data visualizations to communicate with various stakeholders.

BUS 6030 Economic Environment of Business (3 Units)
This course provides an overview of analytical tools that economists use to solve business problems, as well as exposure to the economic environment within which businesses operate. Key concepts and ideas from both microeconomics and macroeconomics are introduced. The focus is to enable students to be able to identify, understand and evaluate both domestic and global drivers causing economic change. Particular attention is given to discussions of real-world applications.

BUS 6035 International Business (3 Units)
This course examines the challenges and opportunities in international business. Through case studies and experiential learning, this course will explore how countries differ in culture, ethics, and business practices, and review the economic, political, legal, and social framework in which international business operates. Other topics include the study of the global monetary system and the climate for foreign investment, and the examination of the strategies and structures of international business.

BUS 6040A International Travel Practicum (Spring) (0 Units)
This practicum is offered to students enrolled in a minimum of three units in the MBA program. The practicum consists of class meetings and assignments related to preparing for summer travel. Students who enroll in this practicum must also enroll in BUS 6040B. The practicum fee includes most travel costs excluding airfare and will vary each semester depending on these costs. Students must attend all meetings and complete all assignments to receive credit for the practicum. Credit/No Credit.
Concurrent: BUS 6040B

BUS 6040B International Travel Practicum (Summer) (0 Units)
This practicum is offered to students enrolled in a minimum of three units in the MBA program who have completed BUS 6040A. The practicum consists of class meetings and assignments, travel to the selected destination and corporate and cultural visits at the selected destination. The practicum fee includes any remaining travel costs not collected in BUS 6040A excluding airfare and will vary each semester depending on these costs. Students must attend all class meetings, complete all assignments, and be on time for all corporate and cultural visits to receive credit for the practicum.
Credit/No Credit.
Prerequisite(s): BUS 6040A

BUS 6045 Leadership Theory and Application (3 Units)
This course explores the development of a theoretical basis of the intrinsic and extrinsic motivations for exceptional performance. Students analyze the ways leadership and culture shape an organization's environment and history. Different leadership styles, personal leadership effectiveness, and both historical and contemporary leadership literature will be examined. In addition, students will utilize leadership instruments to assess their own leadership styles and competencies.

BUS 6048I Leading with Integrity (1 Unit)
This course examines leaders from diverse backgrounds as models for students to develop their ability to lead with integrity. Students will be challenged to integrate their academic knowledge, core values, and experiences as it relates to leadership. An emphasis is placed on how leaders maintain their moral character in the face of challenges.

BUS 6048P Leading with Purpose (1 Unit)
This course includes an opportunity for students to craft a personal leadership development plan. Students will be challenged to integrate their academic knowledge, core values, and experience as it relates to leadership. An emphasis is placed on how putting one's purpose to work enriches the life of a leader and positively impacts those within the organization one leads.

BUS 6048S Leading with Service (1 Unit)
This course examines leaders from diverse backgrounds as models for students to develop their own approach to leading with service. Students will be challenged to integrate their academic knowledge, core values, and experiences as it relates to leadership. An emphasis is placed on how leaders create a strong community through service. Students will have the opportunity to participate in a service project.

BUS 6049 Leading With Integrity, Service, and Purpose (3 Units)
This course examines leaders from diverse backgrounds as models for students to develop their ability to lead with integrity and purpose. Students will be challenged to integrate their academic knowledge, core values, and experiences as it relates to leadership. Students will craft a personal leadership development plan and have the opportunity to participate in a service project.

BUS 6050 Operational Excellence (3 Units)
This applications-based course focuses on the execution of a firm's value proposition via an operational strategy to exceed customer expectations. Topics include business analytics, lean manufacturing and service management, enterprise resource systems and constant process improvement. In addition, the course explores the value stream design throughout the supply chain and integration of information technology across the enterprise.

BUS 6055 Marketing Management (3 Units)
This course provides an overview of marketing in a customer-driven firm, focusing on essential marketing skills needed by successful managers in all business functions. Topics include market segmentation, consumer decision making, estimating the economic value of customers to the firm, positioning the firm's offerings, pricing strategies, communication with consumers, and managing relationships with distribution partners. Students will participate in a marketing simulation to coordinate these different elements of the marketing mix to ensure that all marketing activities collectively forge a coherent strategy.

BUS 6060 Managing in a Changing Environment (3 Units)
This course explores how high performance in organizations is related to the ability to adapt to changing internal and external needs, and the impact of values upon the success of the organization. Students will examine the environmental, structural, and human dynamics of organizational change, including factors bearing on organizational rigidity or flexibility. The role of leaders in implementing collaborative change processes is stressed along with a study of strategies for involving others in the design and execution of change projects in a technologically and culturally changing world.

BUS 6061 Negotiation and Conflict Resolution (3 Units)
This course explores the art and science of negotiation and conflict resolution as important strategies and skills for making decisions, managing conflict and creating value. Topics include persuasion, interpersonal and intra-group resolution, overcoming bias, problem-solving techniques, levels of conflict, non-verbal communication and cross-cultural negotiations. In addition, the course will incorporate simulated negotiations and will highlight the importance of leadership, ethics and trust.

BUS 6065 Leadership Communication (3 Units)
This course examines the critical role of communication for a business leader in creating a culture that adds value to an organization. The impact of perspective, perception, expectation, and purpose of a leader and followers is explored, including method, message, and outcomes to build a narrative based upon a vision.

BUS 6067 Project Management and Communications (3 Units)
This course examines the concepts and applied techniques for cost-effective management of projects. Key topics of focus include developing a project plan and scheduling resources, work breakdown structures, and project networks. This course also examines the current philosophies of leadership as applied to project management and identifies various styles of communication and conflict resolutions essential to project team leadership. Through case studies and various exercises, the student will develop enhanced leadership, communication, conflict management, and negotiation skills essential to project management.

BUS 6068 Project Management Risk, Cost, and Program Analysis (3 Units)
This course presents the art and science of project risk as well as continuity management and cost management. Managing the risk of a project as it relates to a three-part systematic process of identifying, analyzing, and responding is examined through case studies. Students learn the process of cost management, early cost estimation, detailed cost estimation, and cost control using the earned value method. Students study the issues of project procurement management and the different types of contracts. Students will understand the PMI® program management processes and use tools that automate and enforce processes for managing scope changes, risk, quality, issues, schedules, resources, releases, and costs.

BUS 6070 Financial Management (3 Units)
This course examines various financial management opportunities and challenges faced by corporate decision makers on both theoretical and applied levels. Course topics include the analysis of financial statements, securities valuation, risk and return, mergers and corporate control, cost of capital, securities offerings, financial planning and forecasting, capital budgeting, bankruptcy and reorganization, capital structure and business valuation.
Prerequisite(s): Finance Leveling Module and BUS 6015

BUS 6072 Developing an Entrepreneurial Mindset (3 Units)
This course presents a framework of the entrepreneurship process and key components, including: the entrepreneur, environment, resources, concept, and organizational context. The course explores the practical application of the development and presentation of concepts. Topics also include opportunity recognition, innovation, leveraging resources, market analysis, capitalization and start-up strategies. Students will engage in the local entrepreneurial eco-system and apply the entrepreneurial mindset to both corporate and start-up environments.

BUS 6078 Applied Innovation (3 Units)
This course provides an advanced theoretical foundation and a set of practical tools applicable to fast changing and innovative environments. The course explores innovation challenges from start to finish and provides an in-depth understanding of the key tenets of design thinking and how to incorporate them into the workplace. Students will be constantly challenged with innovation and entrepreneurial experiences, while learning how to navigate in changing environments. A variety of learning tools will be used, including simulations, games and role-playing.

BUS 6080 Field Experience (3 Units)
This course provides students the opportunity to complete a project-based field experience. The field experience requires students to apply various business theories, concepts and skills to real world business applications. Student-consulting teams will meet with business executives to determine needs, solve problems and present results. The experience provides students with opportunities to observe and evaluate the inner workings, management, and operations of organizations and businesses in various industries and sectors of the economy.

BUS 6090 Special Studies in Business Administration (1-3 Units)
This course presents selected studies in an area of Business Administration as determined by the Fermanian School of Business. May be repeated for a maximum of six (6) units as long as the content is different.
Prerequisite(s): Permission is required from the Dean of the Fermanian School of Business and the course faculty. The student must be in good academic standing.

BUS 6095 Strategic Management (3 Units)
This capstone course focuses on a thorough understanding of the analytical techniques and skills necessary to identify, develop, and implement successful business strategies. Utilizing an intensive case-study approach, students demonstrate an understanding of the main elements of the strategic management process, including a semester-long detailed strategic plan analysis of an existing corporation. In addition, the course integrates knowledge and skills students have mastered in previous courses.
Pre or Corequisite(s): Business Integration and Strategic Management Leveling Module

Organizational Leadership

LDR 6010 Organizational Behavior (3 Units)
This course addresses organizational behavior and how it is impacted by values, diversity, and technology. Students examine the process through which managers learn to apply concepts from the behavioral sciences to observe, understand, and influence behavior in the workplace. Concepts such as motivation, leadership and application of techniques for individual and organizational growth and decision-making in a global environment are discussed.

LDR 6017 Applied Ethics (1 Unit)
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LDR 6062 Diversity and Cultural Dynamics (3 Units)
This course examines theory, policy and practice of managing diversity and cultural dynamics within organizations. Topics include intercultural communication, inclusiveness, equity, and dimensions of diversity and culture. Emphasis is placed on cultural values and beliefs in a complex and dynamic work environment.
Prerequisite(s): LDR 6045

LDR 6063 Team Leadership and Collaboration (3 Units)
This course focuses on the formation and development of teams in diverse organizations through effective leadership and the utilization of team building to achieve organizational effectiveness. Topics include team communication styles, stages of team development, functions of groups, trust and cohesion, team dynamics, and creativity and innovation. In addition, virtual teams and the impact of technology on leading teams is considered.
Prerequisite(s): LDR 6045

LDR 6064 Organizational Communication (3 Units)
This course examines the function of communication within the context of complex organizations and multiple audiences. Topics include various approaches to communication including classical, human relations and systems. In addition, socialization, decision making, conflict management and organizational change processes are addressed. Consideration is given to the use of information and technology and the changing landscapes of organizations as it relates to organizational communication.
Prerequisite(s): LDR 6045

LDR 6067 Project Management and Communication (3 Units)
This course examines the concepts and applied techniques for cost-effective management of projects. Key topics of focus include developing a project plan and scheduling resources, work breakdown structures, and project networks. This course also examines the current philosophies of leadership as applied to project management and identifies various styles of communication and conflict resolutions essential to project team leadership. Through case studies and various exercises, the student will develop enhanced leadership, communication, conflict management, and negotiation skills essential to project management.

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LDR 6090 Special Topics in Organizational Leadership (1-3 Units)
Study in a special topic under the direction of a faculty member.
May be repeated up to a total of six (6) units.
Prerequisite(s): Consent of Program Director or Dean.

LDR 6092 Organizational Leadership Capstone (1 Unit)
In this capstone course, students will reflect on their knowledge
and experience from the program, and select a research topic in
organizational leadership. Students will then synthesize and apply their
knowledge and experience toward a specific organizational issue.
Prerequisite(s): LDR 6010, LDR 6060
Pre or Corequisite(s): LDR 6062, LDR 6063, LDR 6064