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MBA AREAS OF CONCENTRATION

In addition to the core requirements, students may choose a concentration within the MBA program. In order to graduate with a concentration, students must take three (3) courses, totaling 9 credit hours in the area of their concentration while at Westcliff University in addition to all of the MBA core course requirements.

If a student elects to not do a concentration he or she will need to choose three (3) courses (A total of nine (9) credit hours) from the concentration electives below in order to meet the MBA Program graduation requirements.

CONCENTRATION IN GENERAL MANAGEMENT

By focusing on fundamental business principles and general management competencies such as managerial communication and decision making skills, Westcliff's MBA in General Management can introduce students to new strategies for success in business. To complete an MBA in General Management, students must complete 9 credits from any of the concentration courses including, but not limited to those listed below.

BUS 600 Managerial Communication	3 credit hours
BUS 601 Operations Management	3 credit hours
BUS 602 Business Law	3 credit hours
BUS 603 Sales Management	3 credit hours
BUS 604 Data Analysis & Business Intelligence	3 credit hours

CONCENTRATION IN MARKETING

This concentration prepares students with the knowledge and tools they need to be a marketing department director, manager, or officer. The program emphasizes the global aspects of marketing, the preparation of various specialized plans for marketing, sales, and advertising and the relationship between the marketing department and other departments of the firm.

BUS 610 Consumer Behavior	3 credit hours
BUS 611 Electronic Commerce Marketing Management	3 credit hours
BUS 612 Market Research	3 credit hours
BUS 652 Entrepreneurial Marketing	3 credit hours



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BUS 605 Business Research Methodology

3 credit hours

CONCENTRATION IN FINANCIAL MANAGEMENT

The financial management program is designed to provide both a sound theoretical and a conceptual and practical framework for financial managers. Special emphasis is placed on growth and diversification policies, evaluation, and management of securities portfolios, investment banking and merger strategies, analysis of foreign exchange rate movements, formulation of plans to reduce foreign exchange risk exposure, and case and/or research projects dealing with contemporary financial issues.

BUS 620 International Finance	3 credit hours
BUS 621 Entrepreneurial Finance	3 credit hours
BUS 622 Financial Statement Analysis	3 credit hours

CONCENTRATION IN INTERNATIONAL BUSINESS

Business activities have an increasingly global reach. Successful business professionals must have a thorough knowledge of international business environments and be able to operate within individual foreign markets. Specific issues covered in this Concentration include cultural, economic and legal issues, as well as exporting, franchising, licensing, foreign direct investment, and outsourcing. Students develop skills in areas such as international risk analysis, international human capital development, international communication, site selection, matching markets, and products/services, etc.

BUS 630 International Business	3 credit hours
BUS 631 Managing Global Diversity	3 credit hours
BUS 632 Managing International Human Resources	3 credit hours



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CONCENTRATION IN ORGANIZATIONAL MANAGEMENT

The purpose of the concentration in organizational management is to provide students with the skills and practical and theoretical concepts that will assist them when seeking promotions or positions in management and supervision. This concentration is designed to prepare diverse adult learners to become effective, change-oriented leaders in an international society by adding distinctive and challenging curricula.

BUS 640 Managerial Decision Making	3 credit hours
BUS 641 Leading Strategic Change within Organization	3 credit hours
BUS 642 Managing Workplace and Conflict Resolution	3 credit hours
BUS 607 Human Resource Management	3 credit hours

CONCENTRATION IN ENTREPRENEURSHIP

Innovation and flexibility are the secrets to success in today's business marketplace. The entrepreneurship MBA fosters the enterprising spirit and managerial autonomy that businesses rely on to stay competitive in this dynamic economy. Westcliff MBA students who specialize their program in entrepreneurship also learn how successful entrepreneurs gain access to the resources needed; launch their venture; grow their business; and, finally, exit their business.

For this concentration, students should select and complete 3 of the 4 courses listed below.

BUS 621 Entrepreneurial Finance	3 credit hours
BUS 651 Entrepreneurship and New Ventures	3 credit hours
BUS 652 Entrepreneurial Marketing	3 credit hours
BUS 672 eBusiness Entrepreneurship	3 credit hours

CONCENTRATION IN HEALTH CARE MANAGEMENT/ADMINISTRATION

Today's healthcare administrators are integral to the successful management of medical organizations, including hospitals, nursing homes, hospice facilities, insurance companies, provider networks and



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government policy organizations. They are expected to examine business from multiple perspectives, drawn from a cross-section of multidisciplinary expertise. An MBA in Health Care Management graduate program focuses on the application of essential business disciplines to managerial issues in health care.

BUS 660 Health Care Systems	3 credit hours
BUS 661 International Health Policy and Management	3 credit hours
BUS 662 Health Care Strategic Management	3 credit hours

CONCENTRATION IN E-BUSINESS MANAGEMENT

The e-Business Management Concentration at Westcliff University is designed to integrate technology, business, marketing, and employability skills to prepare you for jobs in the burgeoning field of e-business. In order to run smoothly, companies rely on the electronic function by qualified and knowledgeable professionals. When it comes to computerized business skills, a student that studies an MBA in e-Business has a strong force. In today's world of information technology, such a degree is certain to lead to a successful and rewarding career.

BUS 670 e-Business Technologies	3 credit hours
BUS 611 Electronic Commerce Marketing Management	3 credit hours
BUS 672 e-Business Entrepreneurship	3 credit hours

CONCENTRATION IN SUPPLY CHAIN MANAGEMENT

The Supply Chain Management Concentration is focused on the study of the movement and storage of raw materials, work-in-process inventory, and finished goods from point of origin to point of consumption, based on efforts of multiple organizations. Students will learn how to maximize customer value and achieve a sustainable competitive advantage. Emphasis is placed on product development, sourcing, production, and logistics, as well as the information systems needed to coordinate these activities.

BUS 680 Introduction to Supply Chain Management	3 credit hours
BUS 681 Purchasing and Inventory Management	3 credit hours
BUS 682 Transportation and Logistics Management	3 credit hours



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CONCENTRATION IN HEALTH INFORMATICS & ANALYSIS (HIA)

This concentration focuses on the application of information technology to the field of healthcare for the purpose of improving the quality and safety of patient care and outcome, while operating under the current business structure and in alignment with strategic initiatives. Informatics is the science of processing, storing, and retrieving data for the purpose of managing patient health-care, systems, and resources. Analytics of data is performed holistically and ethically in an effort to increase organizational efficacy in the attainment of business organizational goals, so that clinicians and healthcare organizations can be effectively sustained.

BUS/HIA 662 Healthcare Strategic Management	3 credit hours
BUS/HIA 690 Informatics for Managers	3 credit hours
BUS/HIA 663 Health Informatics	3 credit hours
BUS/HIA 557 Applied Methods-Health Informatics & Analysis (Capstone)	3 credit hours

CONCENTRATION: BUSINESS STATISTICS AND DATA ANALYTICS (BST)

This concentration places emphasis and study on the practical application of statistical data and inference in the field of business. The goal is to utilize statistics and market research in the face of business uncertainty across all disciplines, as to facilitate improvements in business efficacy and decision-making, resulting in the attainment of organizational goals and competitive advantage.

BUS/BST 604 Data Analysis & Business Intelligence	3 credit hours
BUS/BST 605 Business Research Methodology	3 credit hours
BUS/BST 606 Descriptive Statistical Inference for Business	3 credit hours
BUS/BST 557 Applied Methods-Business Statistics and Data Analytics (Capstone)	3 credit hours

CONCENTRATION: DIGITAL COMMUNICATIONS AND MULTIMEDIA (DCM)

This exciting concentration enables students to incorporate digital communications and multimedia into the field of business by developing the skills necessary to effectively create, design, develop, and manage a



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multitude of digital media. Critical thinking, project management, and systems development life cycle business methodology is applied to the selection and design of digital, media, and multimedia projects in a creative and innovative way that adds value to the business firm by increasing and sustaining competitive advantage.

BUS/DCM 670 E-Business Technologies	3 credit hours
BUS/DCM 611 Electronic Commerce Marketing Management	3 credit hours
BUS/DCM 613 Business Digital Media/Multimedia	3 credit hours
BUS/DCM 557 Applied Methods-Digital Communications and Multimedia (Capstone)	3 credit hours

CONCENTRATION: INFORMATION TECHNOLOGY (ITY)

The MBA concentration in IT provides students the opportunity to learn aspects of Information Technology as they apply to the attainment of organizational goals, management, and the use of information technology as a means of sustaining competitive advantage. Curriculum pertaining to information systems, computer hardware and software, emerging technologies, business intelligence (BI) tools such as online analytical processing (OLAP), data mining, business performance management (BPM), predictive and data analytics, big data and informatics will be investigated.

BUS/ITY 604 Data Analysis & Business Intelligence	3 credit hours
BUS/ITY 670 E-business Technologies	3 credit hours
BUS/ITY 690 Informatics for Managers	3 credit hours
BUS/ITY 557 Applied Methods-Information Technology (Capstone)	3 credit hours

CONCENTRATION: INFORMATION TECHNOLOGY PROJECT MANAGEMENT (ITM)

The concentration in Information Technology Project Management provides students the opportunity to learn aspects of managing an IT project through fruition. The curriculum consists of four (4) graduate-level courses; BUS 604 Data Analysis & Business Intelligence, BUS 765 Management of Technological Innovation, BUS/ITM 691 Capstone A, and BUS/ITM 692 Capstone B. The focus of this concentration is to provide



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students the opportunity to develop proficiency in skills of IT Project Management, so that they may practically apply them in their professional careers. Content covered includes comprehensive principles in the management of technological innovation, fundamentals of data analytics and presentation, business intelligence (BI), project management components such as organizing, initiating, planning, executing, monitoring and controlling, and closing IT projects. The concentration culminates in a sponsored managed IT project capstone that solves an organizational problem or contributes to the organizations bottom-line, facilitated and supervised by the collaboration of the sponsor, students, and faculty.

BUS/ITM 604 Data Analysis & Business Intelligence	3 credit hours
BUS/ITM 765 Management of Technological Innovation	3 credit hours
BUS/ITM 691 Information Technology Project Management I (Capstone A)	3 credit hours
BUS/ITM 692 Information Technology Project Management II (Capstone B)	3 credit hours



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GRADUATE CERTIFICATE IN MARKETING

PROGRAM DESCRIPTION

The Graduate Certificate in Marketing prepares students with the knowledge and tools they need to be a marketing department director, manager, or officer. The program emphasizes the global aspects of marketing, the preparation of various specialized plans for marketing, sales, and advertising and the relationship between the marketing department and other departments of the firm.

PROGRAM LEARNING OUTCOMES

1. Select solutions to marketing problems using appropriate concepts, principles, analytical techniques, and theories, that influence the relationship between markets nationally and globally taking into account economic and social-culture systems.
2. Have the ability to assess test marketing concepts and evaluate their application in marketing research.
3. Employ internal marketing as an effective method for small and medium-sized enterprises and evaluate challenges to international entrepreneurship.

COURSE REQUIREMENTS (9 CREDIT HOURS)

BUS 510 Marketing Management	3 credit hours
BUS 612 Market Research	3 credit hours
BUS 652 Entrepreneurial Marketing	3 credit hours