



“What is really needed in business, the church, government, education, arts, or any other type of organization is a group of more enlightened, competent leader-managers who appreciate and understand the disciplines and interconnectedness of the world around them – who lead people with a shared sense of purpose and enthusiasm for the myriad challenges that confront them.”

- Kevin C. Eichner  
Ottawa University Chancellor

## At Ottawa University

The Executive Master’s in Business Administration-Operational Effectiveness program provides students with high-quality professional advanced study in business. Courses incorporate personal values and professional ethics. Courses are offered at our Phoenix campus.

From large corporations to small businesses, there is always a need for good management. In addition, nonprofit organizations look for leaders with good management and business skills. A graduate degree in business is an important factor in reaching senior management ranks within most companies. Through OU’s EMBA-Operational Effectiveness program, students can qualify for jobs in the private sector, the public sector and in academics.

## Careers

Occupations with similar functions include office and administrative support supervisors and managers; cost estimators; property, real estate, and community association managers; purchasing managers, buyers and agents; education administrators and top executives.

## Education and Qualifications

Persons interested in becoming administrative services managers should have good leadership and communication skills and be able to establish effective working relationships with many different people, ranging from managers, supervisors and professionals, to clerks and blue-collar workers. They must be able to coordinate several activities at once, quickly analyze and resolve specific problems, and cope with deadlines.

# Graduate EMBA - Operational Effectiveness

## MBA Prerequisites

A prospective student who has not satisfied the preparatory course requirements should take at least one undergraduate accounting course and one economics course with a minimum letter grade of "C" for each, or complete the MBA Math course. The prerequisite course(s) must be completed prior to enrolling in BUS 7500 Managerial Economics and BUS 7800 Management Accounting. Note that BUS 7500 and BUS 7800 are also prerequisite courses for the BUS 7600 Managerial Finance course. Your Enrollment or Academic Advisor will advise you about how to enroll in the MBA Math course should you require it.

## Required Core Courses

### BUS 7000 Organizational Behavior and Theory

Examines human behavior as it impacts the work organization. Includes theoretical foundations of motivation, group dynamics, leadership, decision-making, satisfaction and performance.

### BUS 7200 Value Systems & Professional Ethics

Study of personal and corporate value systems and decision making. Investigation of personal beliefs, purposes and attitudes, and their effects on self and others. Examines the ethical dimensions of organizational structures and practices.

### BUS 7500 Managerial Economics

Application of economic theory to managerial decision making. Emphasis on both quantitative and qualitative application of microeconomic principles to business analysis.

### BUS 7600 Managerial Finance

Application of the theories and tools used in financial decision making. Topics include present value and capital budgeting, financial analysis and forecasting, market efficiency, and capital structure.

### BUS 7800 Management Accounting

Explores use and application of accounting information for planning, control and decision making. Topics include cost analysis and allocation, budgeting, and behavioral aspects of accounting systems.

### BUS 8500 Graduate Seminar: Business Policy and Strategy

Capstone course in which participants develop a major case study of business administration issues, programs and policies in a current organization. Draws from and utilizes concepts, theories, and skills developed in previous courses. Prerequisite: Completion of all core courses in the MBA program or approval of advisor.

## Required OE Courses

### BUS 7450 Strategic Marketing

Covers the identification and selection of marketing opportunities, target markets and design, and implementation and evaluation of marketing programs.

### BUS 7681 Project Management

Examines project management principles, methods and tools for planning and organizing and controlling non-routine activities. Develop skills needed to plan and execute projects to meet schedule, budget and performance objectives.

### BUS 7683 Logistics/Production and Operations Management

Course focuses on the role of logistics and operations management in organizational performance. Topics include capacity planning, inventory management, logistics management, production planning and control, resource allocation, and total quality.

### BUS 7713 Quality Systems

Introduction to quality management concepts and their use in enhancing organizational performance and profitability. Topics include history of the quality movement, application in key economic sections, philosophical perspectives of major quality leaders, contemporary quality issues in services and manufacturing, guidance in organizational decision-making, and various well-known approaches and associated statistical tools.

### HRC 7711 Organizational Change Theory and Strategy

Examines strategic interventions to change organizations from planning through implementation and assessment and theoretical models for change including organization development and total quality management. Prerequisite: HRC 7611

## Required Practicums

### BUS 8701-8702 Executive Practicum(s) - Core and Concentration

Students participate in a seminar led by a faculty member. Student is also required to be employed in a training position related to Operational Effectiveness directly or management of operations processes. Coursework in the seminar is directly tied to the performance of activities of a regularly scheduled employee in operations and the student must complete a minimum of 80 contact hours with the employer during the practicum course. Completion of an applied project is required. (8602-8606 are continuations of the previous Applied Practicum)