

Webster University's renewal application to operate as  
an out-of-state institution in Maryland in accordance  
with COMAR 13B.02.01

## OOS RENEWAL

### MARYLAND HIGHER EDUCATION COMMISSION

Application for Renewal Approval for Out-of-State Degree-Granting  
Institutions to Operate in Maryland

**Please Note:** A separate application form must be completed and submitted with all supporting documentation for each proposed location in Maryland. If an additional, new location is being proposed, an Application for Renewal of Approval must be submitted for that location.

**PREVIOUSLY APPROVED LOCATION IN MARYLAND.** Please provide the complete mailing address.

Webster University- Joint Base Andrews  
1413 Arkansas Road, Suite 103A,  
Andrews AFB, MD 20762

**PROPOSED START DATE OF CONTINUED OPERATION. AUGUST 31, 2019**

Applications should be submitted at least 5 months prior to the proposed start date.

#### NAME AND ADDRESS OF INSTITUTION APPLYING FOR APPROVAL.

**Name of Institution:** Webster University, 470 East Lockwood Ave., St. Louis , MO 63119

**Web Address:** www.webster.edu

**OPEID Code:** 00252100

U.S. Department of Education, Office of Postsecondary Education, ID Code – Title IV eligibility.

**Chief Executives Officer:** Dr. Julian Schuster

**Mailing Address:** Webster University, 470 East Lockwood Ave., St. Louis , MO 63119

**Telephone:** 314-246-8248

**Email:** julianschuster@webster.edu

**Institutional Liaison:** Name and title of the individual who will serve as liaison to the Maryland Higher Education Commission:

**Name:** Kristinn D. Wise

**Title:** Assistant Director

**Mailing Address:** Webster University  
Arkansas Road, Suite 103A,  
Andrews Air Force Base, MD 20176

**Telephone:** 301-420-2256

**Email:** kristinnwise56@webster.edu

\*\*\*\*\* CERTIFICATION \*\*\*\*\*

I hereby affirm that the answers given in this application and its attachments are accurate and complete and further agree to comply with the *Annotated Code of Maryland* and State regulations governing the operation of out-of-State degree-granting institutions (COMAR 13B.02.01).

<u>5-13-19</u> Date	 Signature of Chief Executive Officer
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Please Submit All Information To:

Maryland Higher Education Commission  
Division of Planning and Academic Affairs  
6 N. Liberty Street, 10<sup>th</sup> Floor  
Baltimore, MD 21201  
410-767-3268  
[acadprop@mhec.state.md.us](mailto:acadprop@mhec.state.md.us)

A copy of these regulations can be found at the Maryland Higher Education Commission's web site [www.mhec.state.md.us](http://www.mhec.state.md.us) (under Academic Approval Process) along with an on-line application form.

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**I. DURATION OF APPROVAL**

Approval to operate at a previously approved location in Maryland must be renewed annually. However, "during of after the fifth year of operation in Maryland and during any subsequent renewal cycle, an out-of-State institution may apply for approval to operate in Maryland for an extended period of time up to 5 years." COMAR 13B.02.01.08C(1)

If the location for which you are applying has been annually approved for at least five years, do you wish to seek approval to operate in the State for an extended period of time of up to 5 years?

☒ Yes, we wish to be approved for 5 years.

**II. SUPPORTING DOCUMENTATION**

Only a complete application can be acted upon. While separate application forms must be completed and submitted for each approved location, the following Supporting Documentation needs to be included only once for each entire package of applications. **CHECK EACH ITEM AS ATTACHED.**

☒ Catalogs and Other Institutional Publications. COMAR 13B.02.01.20A(1)

Have your catalogs, other institutional publications, or awards changed since they were last submitted? ☒ Yes ☐ No If yes, please submit new copies.

☒ Application Fee. (Must accompany all renewals) COMAR 13B.02.01.08B(2)

The institution shall submit a non-refundable application fee in the amount of (a) \$7,500 for up to two degree programs and (b) an additional \$850 for each degree program over two programs. The institution's check should be made payable to: Maryland Higher Education Commission. The application renewal fee will be waived for renewals of out-of-state institutions operating at Regional Maryland Higher Education Center.

- ☒ Accreditation. (Must accompany all renewals) COMAR 13B.02.01.08B(4)(g)

Provide a copy of the most recent letter of approval (notification) from an organization recognized as an accrediting agency by the U.S. Department of Education. Along with your most recent notification of institutional accreditation, please provide evidence that you are in compliance with that organization's policies and procedures related to off-campus educational activities. If any of your proposed programs require program accreditation provide evidence of that accreditation.

- ☒ Registration as an Out-of-State Corporation. (Must accompany all renewals)  
COMAR 13B.02.01.08B(4)(f)

To transact interstate business in Maryland, the institution must qualify with the State Department of Assessments and Taxation by making the certification required in the Corporations and Associations Article, §7-202, Annotated Code of Maryland. A public institution is not required to qualify as a foreign corporation. However, a business entity affiliated with a public institution or a private institution (profit or non-profit) must qualify as a foreign corporation. The Foreign Corporation Qualification Form may be obtained from the Maryland Department of Assessments and Taxation, Room 809, 301 West Preston Street, Baltimore, Maryland 21201 or on-line at: [www.dat.state.md.us](http://www.dat.state.md.us). Once qualified, the institution must provide a copy of the certificate of good standing issued by the State Department of Assessments and Taxation.

- ☒ Certificate of Compliance With Fire and Safety Codes (Must accompany all renewals)  
COMAR 13B.02.01.08B(4)(o)

Please provide a certificate for each approved location for indicating that the proposed facility has been inspected and is found in compliance with local and State ordinances pertaining to fire and safety.

- ☒ Board of Trustees Resolution of Financial Solvency (Must accompany all renewals)  
COMAR 13B.02.01.08B(4)(e)

Please provide a resolution from your Board of Trustees addressed to the Secretary of Higher Education stating that your institution is financially solvent.

- ☒ Advertisements COMAR 13B.02.01.07D(3)(p)

**Are there new advertisements in print format related to your programs in Maryland?**  
☐ Yes ☒ No **If yes, please provide copies of the new advertisements.**

- ☒ Enrollment Data as Prescribed by the Secretary. (Must accompany all renewals)  
COMAR 13B.02.01.08B(4)(q)

Please provide the information requested on the Student Enrollment Data Form found at the end of this application.

- ☒ Teach-out Plan (Must accompany all renewals) COMAR 13B.02.01.08B(4)(j)(iv)

The institution must provide a copy of its teach-out plan allowing enrolled students to complete their programs if the institution decides to cease operation in Maryland.

## II. APPLICATION QUESTIONNAIRE

This questionnaire, properly completed with supporting documentation, shall serve as an application for approval to operate in Maryland under the *Code of Maryland Regulations* (COMAR) 13B.02.01. It must be completed for each proposed location.

### 1. Programs.

#### ➤ CURRENTLY OFFERED PROGRAMS.

**INSTRUCTIONS.** Please enter the requested information on your **CURRENTLY OFFERED PROGRAMS** in the spaces provided below, or create an attachment (labeled "A-1: Current Programs") to this application with the required information.

(a) Provide a list of your currently offered programs at this location. For each program provide the following information: (1) the full title of the program; (2) the degree or certificate to be awarded; (3) the mode of instructional delivery; (4) the number of credit hours (semester or quarter); and (5) whether they are offered at the parent campus.

Program Title	Degree	Mode of Instruction	Total Credit Hours	Offered on Main Campus Yes / No
<i>Example: Organizational Management</i>	<i>M.S.</i>	<i>Classroom</i>	<i>36 sem</i>	<i>Yes</i>
<i>Example: Business Administration</i>	<i>B.S.B</i>	<i>Distance Ed.</i>	<i>120 sem</i>	<i>Yes</i>
Master of Business Administration	MBA	Classroom	36 CH	Yes
International Relations	MA	Classroom	36 CH	Yes
Procurement and Acquisitions Management	MA	Classroom	36 CH	Yes
Certificate in Government Contracting	CERT	Classroom	18 CH	Yes

#### ➤ NEW PROGRAMS

**INSTRUCTIONS.** Is the institution proposing any new programs at this location? ☐ Yes ☒ No  
**If yes, please enter the requested information in the spaces provided below, or create an attachment (labeled "A-1: New Programs") to this information with your responses to the following for each new program:**

(a) Provide a list of the new programs at this location. For each new program provide the following information: (1) the full title of the program; (2) the degree or certificate to be awarded; (3) the mode of instructional delivery; (4) the number of credit hours (semester or quarter); and (5) whether they are offered at the parent campus.

Program Title	Degree	Mode of Instruction	Total Credit Hours	Offered on Main Campus Yes / No
<i>Example: Organizational Management</i>	<i>M.S.</i>	<i>Classroom</i>	<i>36 sem</i>	<i>Yes</i>
<i>Example: Business Administration</i>	<i>B.S.B</i>	<i>Distance Ed.</i>	<i>120 sem</i>	<i>Yes</i>

- (b) If the information does not appear in the catalog or publication you submitted provide (1) a description of the curriculum; (2) the objectives of each course; and (3) a course schedule for the proposed location

- (c) Please provide a brief description of the student population to be served by the proposed new programs.

**2. Educational Need.** Before the Commission may evaluate the readiness of an out-of-State institution to operate or award new degrees in the State, including the offering of an instructional program or a degree level not previously approved, the institution shall present evidence demonstrating the educational need to establish operations, offer programs, and award the degrees in question in the State. In addition, the out-of-State institution shall demonstrate that the proposed program, for which the institution is making application, meets a critical and compelling regional or Statewide need and is consistent with the Maryland Postsecondary Education. COMAR 13B.02.01.06A&C

**INSTRUCTIONS:** Please enter the requested information in the spaces provided below, or create an attachment (labeled "A-2: Educational Need") to this application and respond to the following questions for **each new program**:

- (a) What critical and compelling Regional or Statewide (Maryland) need and demand do your proposed programs meet? In responding to this question provide documentation as indicated below:

(1) If the programs serve occupational needs, present data projecting market demand and the availability of openings in the job market to be served by the new programs for which the institution is making application. This information may include workforce and employment projections prepared by the federal and State governments, the availability of graduates in the State or region, marketing studies done by the institution or others, and material from professional and trade associations.

- (2) If the programs serve societal needs (include the traditional liberal arts education), provide a

Description of how the proposed programs will enhance higher education in Maryland and contribute society

- (b) If similar programs exist in the State, what are the similarities or differences in your program in terms of the degrees to be awarded, the areas of specialization, and the specific academic content of the programs?

- (c) Is a Maryland employer sponsoring/supporting the application for the program(s) to be offered at this location?

☐ Yes ☐ No

**If yes**, please attach a letter of support from the employer addressed to the Assistant Secretary, Planning and Academic Affairs. The letter should outline the employer's reasons for selecting the institution and its programs and state the benefits to the employees who participate in the program

**3. Administrative Staff.** The out-of-State institution shall provide for an on-site administrative staff responsible for overall administrative operation of educational activities including counseling, advising, testing orientation, financial aid services, and maintenance of academic records. In addition to being responsible for the administration of the policies and procedures of the parent institution, the designated administrators are responsible for meeting the expectations set forth in this chapter [of the Regulatory Standards of the State of Maryland for Out-of-State Institutions]. The duties and size of the staff shall be adequate for the size of the educational activities offered. COMAR 13B.02.01.15

**INSTRUCTIONS:** Has any previously reported Administrative Staff information changed since your last approval at this location? ☐ Yes ☒ No

**If yes**, please enter the requested information in the spaces provided below, or create an attachment labeled (labeled "A-3: Administrative Staff Changes") to this application with any changes to the following questions:

- (a) How are you planning to meet the above standard on Administrative Staff?

- (b) Who will be assigned to carry-out each of these duties? Please include a curriculum vitae/resume for each administrator.

#### 4. Faculty

**INSTRUCTIONS:** Has any previously reported Faculty information changed since your last approval at this location? ☒ Yes ☐ No

**If yes, please enter the requested information in the spaces provided below, or create an attachment labeled (labeled "A-4: Faculty Changes") with any changes to the following questions:**

(a) List all faculty that are to teach in the first year (or cycle) of the programs at this location. For each faculty member provide the following information: COMAR 13B.02.01.08(4)(m)

- (1) the course(s) the faculty might soon teach;
- (2) the degrees the individual holds
- (3) the degrees areas of specialization; and
- (4) whether or not the faculty member is full-time or part-time (adjunct) at your parent institution

Ali Dastmalchi, Executive in Residence  
Walker School of Business and Technology  
Courses Taught: BUSN 5620, BUSN 6120  
Degrees: Ph.D. Economics, MA Economics, MBA Management, BA Economics

Thomas Kleiner, Executive in Residence  
Walker School of Business and Technology, and College of Arts and Sciences  
Courses Taught: MNGT 5590, INTL 5100, INTL 5400, INTL 6000,  
HRDV 5630, MNGT 5500  
Degrees: MPA Public Management and International Political Economic Policy,  
BA Psychology, Industrial and Organizational Psychology

Craig Witt, Executive in Residence  
Walker School of Business and Technology  
Courses Taught: FINC 5810, FINC 5840, FINC 5860, BUSN 6200, BUSN 6120, BUSN 5760  
Degrees: Ph.D. Agricultural Economics, BS Business Management, Economics emphasis

Gene Townsend, Executive in Residence  
Walker School of Business and Technology  
Courses Taught: PROC 5820, PROC 5830, PROC 5870, FINC 5880, BUSN 6200  
Degrees: MS Contract Management, MBA Contract Acquisition, BS Finance

Each of the above faculty members are Executives in Residence for Webster University National Capital Region locations and carry a full teaching load. Teaching for Webster is their primary professional pursuit. As faculty, they provide instruction and service, as well as contribute in the areas of scholarship and research in their disciplines. They attend all faculty meetings where they share their input on curriculum. All capstone instructors also serve as advisors on the student degree completion for their discipline.

(b) Please include a curriculum vitae/resume for each potential faculty member. For those faculty who are yet to be hired include a job description and minimal qualifications.



5. **Library Resources.** Out-of-State Institutions offering programs or courses, or both, in Maryland, shall provide adequate and appropriate library resources within State boundaries and within reasonable distance of the instructional site. Usage statistics shall be kept to determine to what extent these resources are available and accessible. COMAR 13B.02.01.17A

**INSTRUCTIONS:** Has any previously reported library information changed since your last approval at this location? ☐ Yes ☒ No

**If yes, please enter the requested information in the spaces provided below, or create an attachment (labeled "A-5: Library Changes") to this application with any changes to the following questions.**

(a) How are you planning to meet this standard on Library Resources? Briefly describe the types of materials and titles that you will make available to your students and how they will access them. Will there be provision for bibliographic instruction and/or library orientation?

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6. **Student Services.** COMAR 13B.02.01.18 concerns student services and activities. These shall realistically reflect the stated objectives, purposes, and philosophy of the out-of-State institution. Further, an out-of-State institution shall ensure that all students have access to a well developed program of counseling, testing, advisement, orientation, financial aid, career development, and placement. The institution may determine the specific organization of services, as well as the resources and staffing provided, as long as provision for these services are made. Student activities that complement the instructional program are particularly encouraged. COMAR Section .18 also requires that the out-of-State institutions keep complete and accurate records of admission, enrollment, grades, scholarships, transfer of credits, transcripts, graduates, and other essentials in accordance with standard practice. This includes the physical security and confidentiality of such records. The Section requires as well, a published statement of student rights, privileges, and responsibilities and the school's adherence to its student grievance procedures.

**INSTRUCTIONS:** Has any previously reported Student Services information changed since your last approval at this location? ☐ Yes ☒ No

**If yes, please enter the requested information in the spaces provided below, or create an attachment (labeled "A-6: Student Services") to this application with any changes to the following questions.**

(a) How do you plan to implement the requirements for Student Services cited above?

(b) Regarding student records describe the security measures the institution takes to ensure the confidentiality, physical, and electronic security of your record-keeping system.

(c) Does the institution have a published statement of rights, privileges, and responsibilities of students?  
☐ Yes ☐ No How will it make this available to its students at the proposed instructional site? \_\_\_\_\_  
If this statement is in the Catalog you submitted with the application, please indicate the page number: \_\_\_\_\_  
If not in the Catalog you submitted, please provide us with a copy of the statement.

(d) Does the institution have a published student grievance procedure? ☐ Yes ☐ No If this procedure is in the Catalog you submitted with the application, please indicate the page number \_\_\_\_\_. If not in the Catalog you submitted, please provide us with a copy of the grievance procedure.

**7. Facilities.** (See COMAR 13B.02.01.19).

**INSTRUCTIONS:** Has any previously reported Student Services information changed since your last approval at this location? ☐ Yes ☒ No

**If yes to either question, please enter the requested information in the spaces provided below, or create an attachment (labeled "A-7: Facilities") to this application with any changes to the following questions.**

(a) Has a specific facility been inspected and approved for use as a classroom/laboratory space and been found in compliance with local and State ordinance pertaining to fire and safety? ☐ Yes ☐ No

(1) If yes, please provide a copy of the Certificate of Compliance.

(2) If no, the Certificate of Compliance must be submitted at least 30 days prior to the start of classes.

(b) Describe any special instructional facilities and equipment (computers, audio-visual equipment, etc.) that will be used and available to students in this location.

(c) Describe what provisions are being made for periodic repair and maintenance of buildings and grounds. What measures are being taken for campus security and fire protection? If dangerous or toxic materials are being handled, what provisions are being made for safe storage, handling and disposal?

(d) Describe the office (and conference) space available to full and part-time faculty and administrators.

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**8. Distance Education.** "Distance education" means course work for academic credit delivered by telecommunicated instruction to a physical space specifically reserved for the purpose of receiving the instruction, for example, a teleclassroom, and requires the payment of tuition or fees for the instruction. "Distance education" does not include telecommunicated instruction at the student's initiation via an individual personal computer. COMAR 13B.02.01.03(8). An institution operating in Maryland and delivering instruction in Maryland by distance education shall provide evidence to the Secretary of compliance with the standards of good practice found in COMAR 13B.02.01.21.

**INSTRUCTIONS.** Is the institution providing distance education as defined above? ☒ Yes ☐ No  
If yes, please contact the staff at the Maryland Higher Education Commission for a copy of the Standards of Good Practice and provide evidence of compliance as an attachment (labeled "A-8: Distance Education") to this application

## Accreditation



# HIGHER LEARNING COMMISSION

230 South LaSalle Street, Suite 7-500  
Chicago, IL 60604-1411  
312.263.0456 | 800.621.7440  
Fax: 312.263.7462 | hlcommission.org

August 3, 2018

Dr. Elizabeth Stroble  
President  
Webster University  
470 E. Lockwood  
St. Louis, MO 63119-3194

Dear President Stroble:

This letter serves as formal notification and official record of action taken concerning Webster University by the Institutional Actions Council of the Higher Learning Commission at its meeting on July 30, 2018. The date of this action constitutes the effective date of the institution's new status with HLC.

**Action with Interim Monitoring.** IAC continued the accreditation of Webster University with the next Reaffirmation of Accreditation in 2027-28. In conjunction with this action, IAC required the following interim monitoring.

**Interim Report.** An Interim Report due 7/1/2020 on evidence that a practice of regular program reviews has been established and implemented, to include clear goals and expectations, committee responsible for the review process, and connection to the strategic planning/budgeting process.

**Interim Report.** An Interim Report due 7/1/2020 on enrollment and finances that show a balanced operating budget, showing a plan to account for enrollments and improving net tuition income from management of enrollments.

In two weeks, this action will be added to the *Institutional Status and Requirements (ISR) Report*, a resource for Accreditation Liaison Officers to review and manage information regarding the institution's accreditation relationship. Accreditation Liaison Officers may request the ISR Report on HLC's website at <http://www.hlcommission.org/Accreditation/institutional-status-and-requirements-report.html>.

Within the next 30 days, HLC will also publish information about this action on its website at <http://www.hlcommission.org/Student-Resources/recent-actions.html>.

If you have any questions about these documents after viewing them, please contact the institution's staff liaison Linnea Stenson. Your cooperation in this matter is appreciated.

Sincerely,

Barbara Gellman-Danley  
President

CC: ALO



# ACCREDITATION COUNCIL FOR BUSINESS SCHOOLS AND PROGRAMS

Igniting a Standard of Excellence in Business Education Worldwide

January 9, 2019

Dr. Elizabeth Stroble, President  
Webster University  
470 East Lockwood Avenue  
St. Louis, Missouri 63119

Dear President Stroble:

The Baccalaureate/Graduate Degree Board of Commissioners met on November 29, 2018 and approved the business program reaffirmation for Webster University. Congratulations!

Webster University is fully accredited with the following Notes:

**Place a Note on Criterion 3.8:** A lack of information exists on both internal and external stakeholders. That information needs to be gathered over a two-three year period of time to indicate trends as to whether stakeholder needs are being met.

**Place a Note on Criterion 4.2:** An expectation of a minimum of three consecutive assessment data points in all programs is missing (specifically missing in BA Business Administration, MA Nonprofit Leadership, and Doctor of Management). More time is needed to provide the missing information.

**Place a Note on Criterion 5.8:** The table provided for evidence indicates numerous faculty members with no professional development or scholarly activity. There needs to be a balance of professional development and scholarly activity from all faculty members.

Opportunities for improvement can be viewed in the feedback report at the portal.

Conditions and notes indicate that either the Standard or Criteria is not fully met, and should be viewed as an opportunity to move your program to a higher level of excellence. It would be extremely rare that a school receive accreditation without these conditions or notes given ACBSP's Core Value of Continuous Improvement and Organizational Learning, that "Business schools and programs should pursue regular cycles of planning, execution, and evaluation of every process and system. Ongoing improvement of these processes and systems leads to ever higher quality and student/stakeholder satisfaction."

Webster University  
December 26, 2018  
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Progress on the Notes must be reported in future Quality Assurance Reports. You are encouraged to work with Dr. Phil Lewis on the removal of the Notes. Commissioner Lewis may be contacted by phone at: 405-425-5560, or by e-mail at: [phil.lewis@oc.edu](mailto:phil.lewis@oc.edu). You may also contact Diana Hallerud at 913-339-9356, or by e-mail at [dianahallerud@acbsp.org](mailto:dianahallerud@acbsp.org).

You must provide a report on the Notes in the Status Report on Notes and Conditions due **September 15, 2020**. Your first full Quality Assurance Report will be due on **September 15, 2022**. Your ten-year reaffirmation will be due in **2028**.

ACBSP will inform the public of decisions on accreditation status made by the Boards of Commissioners by posting the accreditation decisions on the ACBSP Website. The decisions on accreditation status can be accessed from [www.acbsp.org/?page=decisions](http://www.acbsp.org/?page=decisions) and will appear as the following:

**Webster University (St. Louis, MO)**

Reaffirmation of Accreditation granted with improvement opportunities in the following standards and criteria:

Standard 3, Criterion 3.8: Student, Stakeholder, and Market Focus

Standard 4, Criterion 4.2: Measurement, Analysis, and Knowledge Management

Standard 5, Criterion 5.8: Faculty and Staff Focus

If you have any comments concerning this notification please let me know. ACBSP encourages you to publicly announce that your business programs are accredited. In the next few weeks, we will be sending you, via e-mail, a sample ACBSP Press Release and ACBSP Logo files for publicizing your accreditation. As you prepare these materials, the following is your official ACBSP statement:

**The following business programs at Webster University are accredited by the Accreditation Council for Business Schools and Programs:**

**BS Accounting**

**BS Business Administration**

**BS Finance**

**BA Management**

**BA Management, with emphasis in Human Resources Management, International Business, & Marketing**

**MA Business and Organizational Security Management**

**MS Finance**

**MS Forensic Accounting**

**MA Human Resources Development**

**MA Human Resources Management**

**MA Information Technology Management**

**MA International Business**

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**MA Management & Leadership**  
**MS Marketing**  
**Master of Business Administration**  
**Master of Health Administration**  
**Master of Public Administration**  
**MA Nonprofit Leadership**  
**MA Procurement and Acquisition Management**  
**MS Space Systems Operations Management**  
**Doctor of Management**

Please take this opportunity to review the accuracy of the programs listed above as well as the institution name (below) as it will appear on your Certificate of Accreditation. If any information is not correct, please notify Diana Hallerud via e-mail at [dianahallerud@acbsp.org](mailto:dianahallerud@acbsp.org) and provide the correction by January 30, 2019.

**Name of institution as it will appear on the certificate:**

**Webster University**  
**St. Louis, Missouri**

The **2019 ACBSP Conference will be held June 21-24 in Houston, Texas.** Our host hotel is the Hilton Americas Houston. Please mark your calendar to join us, where we will honor you and all other schools receiving initial or reaffirmation of accreditation during the 2018-2019 membership year. You are encouraged to attend along with your Chief Academic Officer and Dean or Head of the Business School or Program. Many institutions invite faculty to this prestigious celebration. Your institution will also be announced during the Baccalaureate/Graduate Degree Institution annual meeting held at the conference.

A breakfast will be held on Sunday morning, June 23 for registered conference attendees from institutions receiving initial or reaffirmation of accreditation. At least one institutional representative must attend the breakfast. The purpose of the breakfast is to more personally congratulate the institutional representatives and to outline the procedures that will be followed at the accreditation gala.

In addition to the breakfast, a professional photographer will be available on Sunday, June 23 to photograph all institutional representatives along with the ACBSP Chief Accreditation Officer and the Chair of the Baccalaureate/Graduate Degree Board of Commissioners. Appropriate dress for the photo session and gala is business professional.



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For updates on the Conference, visit the ACBSP website, [www.acbsp.org](http://www.acbsp.org). Online registration is available beginning in January.

Congratulations on maintaining such high-quality business programs.

Sincerely,

A handwritten signature in black ink, appearing to read "Steve Parscale". The signature is fluid and cursive, with the first name "Steve" and last name "Parscale" clearly distinguishable.

Steve Parscale, Ph.D.  
Chief Accreditation Officer

Cc: Dr. Simone Cummings, Dean, ACBSP Champion  
Dr. Phil Lewis, Baccalaureate/Graduate Degree Board of Commissioners

## Course descriptions from the College's catalog

# Master of Business Administration (MBA)

*This program is offered by the Walker School of Business & Technology. It is available online, at the St. Louis home campus, and at select U.S. and international campuses. Please see the Campus Locations and Offerings section of this catalog for a list of campuses where this program is offered.*

## Program Description

The master of business administration (MBA) program provides training in business for students interested in understanding the working nature of business in a competitive environment. Courses in the MBA program integrate information and theories from various disciplines, including accounting, economics, finance, marketing, production operations and strategic management. The objective of this program is to develop students into broadly educated business decision makers who understand the nature of business as a whole, with the tools and techniques applicable to a wide variety of business situations.

The capstone for the MBA program gives students the chance to bring together all of the theories, skills and tools studied during the program and integrate them into a learning experience that highlights the nature of competition and the kind of strategic maneuvering that must be done in order to succeed.

The degree requires satisfactory completion of 27 credit hours of the MBA curriculum and 9 credit hours of graduate electives for a total of 36 credit hours. If an area of emphasis is selected, total required hours may be greater. Students who require prerequisite courses may have to complete more credit hours to receive the MBA. Electives for the MBA may be selected from any Walker School of Business graduate offering, or with permission, from one of the other four schools or colleges.



*The MBA is accredited by the Accreditation Council for Business Schools and Programs (ACBSP).*

## Walker Joint MBA Program

For any undergraduate degree student at Webster University who is considering the master of business administration degree, the Walker Joint MBA enables completion of the MBA in a shorter amount of time.

Those students who have completed an ACBSP accredited undergraduate program at Webster within the past five years may waive six hours of MBA electives, reducing the number of required courses to 30 credit hours. The degree can then be completed in as little as one calendar year.

Those students who have completed a non-ACBSP accredited undergraduate program at Webster within the past five years may also waive six hours of MBA electives. However, these students may be required to take up to nine graduate hours of program prerequisites. Those students wishing to reduce the number of prerequisites may consider taking the following courses as undergraduate electives:

- ACCT 2010 Financial Accounting
- ACCT 2025 Managerial Accounting
- ECON 2000 Survey of Economics

Alternatively, students may elect to take a waiver exam to attempt to bypass some prerequisite hours.

## Learning Outcomes

- Students will demonstrate foundation knowledge in each of the primary functional areas of business.
- Students will be able to solve semi-structured business problems.
- Students will be able to solve unstructured business problems.

## General Requirements

The MBA degree-seeking student should consult the Admission, Enrollment, and Academic Policies sections for policies regarding application, admission, registration and the academic policies of Webster University. Academic policies or exceptions to policies applicable to MBA students are noted under their respective general academic policies.

## Prerequisites:

- BUSN 5000 Business (3 hours)
- BUSN 5600 Accounting Theory and Practice (3 hours)
- BUSN 5620 Current Economic Analysis (3 hours)

Program prerequisites are for those students who have not completed prerequisite courses (or an appropriate equivalent) within five years of entering the program and having earned a grade of B or better. The prerequisites are to be completed before beginning coursework for the MBA.

If the appropriate prerequisite course content was completed more than five years prior to entering the program, the department will allow a waiver of BUSN 5600 or BUSN 5620, if the student demonstrates command of the content area by successfully completing a waiver examination. Prerequisite courses may not count as electives in the 36-credit-hour MBA.

## The required courses in the MBA program are:

- MRKT 5000 Marketing (3 hours)
- MNGT 5590 Organizational Behavior (3 hours)
- BUSN 5760 Applied Business Statistics (3 hours)
- FINC 5000 Finance (3 hours)  
(prerequisites: BUSN 5600 and BUSN 5760)
- FINC 5880 Advanced Corporate Finance (3 hours)  
(prerequisite: FINC 5000)
- BUSN 6070 Management Accounting (3 hours)  
(prerequisites: BUSN 5600 and BUSN 5760)
- BUSN 6110 Operations and Project Management (3 hours)  
(prerequisite: BUSN 5760)
- BUSN 6120 Managerial Economics (3 hours)  
(prerequisites: BUSN 5620 and BUSN 5760)
- BUSN 6200 Strategy and Competition (3 hours)  
(prerequisites: all of the above)
- Additional elective credit hours (9 hours)

## Areas of Emphasis

Requirements for an area of emphasis in the MBA program include the MBA core (27 hours) and additional course requirements as identified below for each individual area of emphasis. A student may be required to complete electives to meet the minimum number of hours required. Prerequisites may be used to meet the emphasis course requirements, depending on program — students should see an advisor for details.

## Areas of emphasis for the MBA degree are:

- Corporate Finance
- Cybersecurity

# Master of Business Administration (MBA)

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- Digital Marketing Management
- Environmental Management
- Gerontology
- Health Administration
- International Relations
- Marketing
- Media Communications
- Project Management

*Not all areas of emphasis are offered at every Webster University location. The student should consult individual campuses to verify the areas of emphasis offered.*

## MBA with an Emphasis in Corporate Finance

### 36 Credit Hours

The MBA with an emphasis in corporate finance must include the following courses:

- FINC 5100 Financial Modeling (3 hours)
- FINC 5810 Capital Budgeting and Corporate Investment (3 hours)
- FINC 5890 Financial Statement Analysis (3 hours)
- FINC 6100 Corporate Finance Emphasis Exit Exam (0 hours)

See also:

- MS in finance

## MBA with an Emphasis in Cybersecurity

### 39 Credit Hours

The MBA with an emphasis in cybersecurity must include the following courses:

- CSSS 5000 Introduction to Cybersecurity (3 hours)
- CSSS 5120 Cybersecurity Infrastructures (3 hours)
- CSSS 5210 Cybersecurity Law and Policy (3 hours)
- CSSS 5220 Cybersecurity Threat Detection (3 hours)

See also:

- MA in cybersecurity

## MBA with an Emphasis in Digital Marketing Management

### 39 Credit Hours

The MBA with an emphasis in digital marketing management must include the following courses:

- MRKT 5740 Management of Digital Marketing (3 hours)
- MRKT 5895 Marketing Analytics (3 hours)
- MRKT 5750 Management of Social Media (3 hours)
- MRKT 5790 Digital Marketing Strategy (3 hours)

See also:

- MS in marketing
- Certificate in digital marketing management

## MBA with an Emphasis in Environmental Management

### 51 Credit Hours

The MBA with an emphasis in environmental management must include the following courses:

- ENMG 5000 Environmental Science (3 hours)
- ENMG 5100 Environmental Law (3 hours)
- ENMG 5200 Environmental Regulations and Compliance Auditing (3 hours)
- ENMG 5300 Environmental Accounting (3 hours)
- ENMG 6100 Management of Land and Water Resources (3 hours)
- ENMG 6110 Management of Air Quality (3 hours)
- ENMG 6120 Waste Management and Pollution Control (3 hours)
- ENMG 6200 Environmental Risk Management and Strategies (3 hours)

See also:

- MS in environmental management

## MBA with an Emphasis in Gerontology

### 51 Credit Hours

The MBA with an emphasis in gerontology must include the following courses:

- GERN 5000 Gerontology (*Required Course*) (3 hours)
- GERN 5600 Economic Issues for Older Adults (3 hours)
- GERN 5620 Physiology of Aging (3 hours)
- GERN 5630 Psychology of Aging (3 hours)
- GERN 5640 Management of Programs for Older Adults (3 hours)
- GERN 5660 Research and Assessment in Gerontology (3 hours)
- GERN 5670 Social Science Perspectives in Gerontology (3 hours)
- GERN 6000 Integrated Studies in Gerontology (3 hours)

See also:

- MA in gerontology
- Certificate in gerontology

## MBA with an Emphasis in Health Administration

### 36 Credit Hours

The MBA with an emphasis in health administration must include the following courses:

- HLTH 5000 Organization and Management in Health Administration (3 hours)
- HLTH 5050 Financial Management in Health Administration (3 hours)
- HLTH 5140 Health Administration Law (3 hours)

See also:

- Master of health administration

## MBA with an Emphasis in International Relations

### 54 Credit Hours

The MBA with an emphasis in international relations must include the following courses:

- INTL 5000 Introduction to International Relations (3 hours)
- INTL 5100 Research Methods and Perspectives (3 hours)
- Two courses from the Comparative Politics Cluster from the MA in international relations (6 hours)
- Four courses from International Politics Cluster from the MA in international relations (12 hours)

# Master of Business Administration (MBA)

- INTL 6000 Capstone In International Relations (3 hours)

Note: Additional INTL electives are not required for the MBA emphasis.

See also:

- MA in international relations

## MBA with an Emphasis in Marketing

### 39 Credit Hours

The MBA with an emphasis in marketing must include the following courses:

- MRKT 5610 Marketing Channel Management (3 hours)
- MRKT 5720 Promotional Management (3 hours)  
or MRKT 5740 Management of Digital Marketing (3 hours)
- MRKT 5960 Marketing Management (3 hours)
- Plus, any MRKT designated course or elective courses listed in the MS in marketing program (3 hours)

See also:

- MS in marketing

## MBA with an Emphasis in Media Communications

### 48 Credit Hours

The MBA with an emphasis in media communications must include the following courses:

- MEDC 5000 Media Communications (*Required Course*) (3 hours)
- MEDC 5310 Media and Culture (3 hours)
- MEDC 5350 Media Organization and Regulations (3 hours)
- MEDC 5360 International Communications (3 hours)
- MEDC 5400 Media Production Management (3 hours)
- MEDC 6000 Seminar in Media Communications (3 hours)
- MEDC Elective (3 hours)  
*One additional core course from MEDC electives, as determined through consultation with an academic advisor*

See also:

- MA in media communications

## MBA with an Emphasis in Project Management

### 36 Credit Hours

The MBA with an emphasis in project management must include the following courses:

- BUSN 5100 Introduction to Project Management (3 hours)
- BUSN 5300 Project Procurement Management (3 hours)
- BUSN 5700 Advances in Project Management (3 hours)

See also:

- Certificate in project management

## Dual Degrees

Requirements for a dual degree with the MBA program include the MBA core (27 hours) and the core required courses in the additional degree program, as listed in the respective sections of the catalog. Upon completion of all required credit hours, two separate diplomas are issued at the same time. The two

degrees cannot be awarded separately or sequentially under this arrangement.

### Dual Degree Options with the MBA are:

- MBA/MHA
- MBA/MA Business and Organizational Security Management
- MBA/MS Finance
- MBA/MA Human Resources Development
- MBA/MA Human Resources Management
- MBA/MA Information Technology Management
- MBA/MA Management and Leadership
- MBA/MS Marketing
- MBA/MA Procurement and Acquisitions Management
- MBA/MS Science Management and Leadership

*Not all dual degrees are offered at every Webster University location. Students should consult individual campuses to verify the dual degrees offered.*

### Dual Degree Option: MBA/MHA

#### 60 Credit Hours

- BUSN 5760 Applied Business Statistics (3 hours)
- BUSN 6070 Management Accounting (3 hours)
- BUSN 6110 Operations and Project Management (3 hours)
- BUSN 6120 Managerial Economics (3 hours)
- BUSN 6200 Strategy and Competition (3 hours)
- FINC 5000 Finance (3 hours)
- FINC 5880 Advanced Corporate Finance (3 hours)
- MNGT 5590 Organizational Behavior (3 hours)
- MRKT 5000 Marketing (3 hours)
- HLTH 5000 Organization and Management in Health Administration (3 hours)
- BUSN 6150 Business Communications and Technology (3 hours)
- HLTH 5040 Human Resources Management in Health Administration (3 hours)
- HLTH 5050 Financial Management in Health Administration (3 hours)
- HLTH 5070 Financial Analysis in Health Administration (3 hours)
- HLTH 5120 Issues in Health Policy (3 hours)
- HLTH 5140 Health Administration Law (3 hours)
- HLTH 5130 Healthcare Strategy and Marketing (3 hours)
- HLTH 5150 Process Improvement in Health Administration (3 hours)
- HLTH 5160 Healthcare Informatics (3 hours)
- HLTH 6000 Integrated Studies in Health Administration (3 hours)

See also:

- Master of health administration

### Dual Degree Option: MBA/MA in Business and Organizational Security Management

#### 51 Credit Hours

- BUSN 5760 Applied Business Statistics (3 hours)
- BUSN 6070 Management Accounting (3 hours)
- BUSN 6110 Operations and Project Management (3 hours)
- BUSN 6120 Managerial Economics (3 hours)
- BUSN 6200 Strategy and Competition (3 hours)
- FINC 5000 Finance (3 hours)
- FINC 5880 Advanced Corporate Finance (3 hours)
- MNGT 5590 Organizational Behavior (3 hours)

# Master of Business Administration (MBA)

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- MRKT 5000 Marketing (3 hours)
- SECR 5000 Security Management (*Required Course*) (3 hours)
- SECR 5010 Legal and Ethical Issues in Security Management (3 hours)
- SECR 5020 Security Administration and Management (3 hours)
- SECR 5030 Business Assets Protection (3 hours)
- SECR 5060 Emergency Planning (3 hours)
- SECR 5080 Information Systems Security (3 hours)
- SECR 5090 Behavioral Issues (3 hours)
- SECR 6000 Integrated Studies in Security Management (3 hours)

See also:

- MA in business and organizational security management

## Dual Degree Option: MBA/MS in Finance

### 45 Credit Hours

- BUSN 5760 Applied Business Statistics (3 hours)
- BUSN 6070 Management Accounting (3 hours)
- BUSN 6110 Operations and Project Management (3 hours)
- BUSN 6120 Managerial Economics (3 hours)
- BUSN 6200 Strategy and Competition (3 hours)
- FINC 5000 Finance (3 hours)
- FINC 5100 Financial Modeling (3 hours)
- FINC 5880 Advanced Corporate Finance (3 hours)
- MNGT 5590 Organizational Behavior (3 hours)
- MRKT 5000 Marketing (3 hours)
- FINC 5210 Investments (3 hours)
- FINC 5810 Capital Budgeting and Corporate Investments (3 hours)
- FINC 5830 Institutions and Financial Markets (3 hours)
- FINC 5840 International Finance (3 hours)
- FINC 6290 Mergers and Acquisitions (3 hours)

See also:

- MS in finance

## Dual Degree Option: MBA/MA in Human Resources Development

### 48 Credit Hours

- BUSN 5760 Applied Business Statistics (3 hours)
- BUSN 6070 Management Accounting (3 hours)
- BUSN 6110 Operations and Project Management (3 hours)
- BUSN 6120 Managerial Economics (3 hours)
- BUSN 6200 Strategy and Competition (3 hours)
- FINC 5000 Finance (3 hours)
- FINC 5880 Advanced Corporate Finance (3 hours)
- MNGT 5590 Organizational Behavior (3 hours)
- MRKT 5000 Marketing (3 hours)
- HRDV 5000 Introduction to Human Resources Development (*Required Course*) (3 hours)
- HRDV 5610 Training and Development (3 hours)
- HRDV 5560 Group Development and Change (3 hours)
- HRDV 5630 Organization Development and Change (3 hours)
- HRDV 5700 Career Management (3 hours)
- HRDV 5750 Research and Assessment Methods in Human Resources Development (3 hours)
- HRDV 6000 Integrated Studies in Human Resources Development (3 hours)

See also:

- MA in human resources development

## Dual Degree Option: MBA/MA in Human Resources Management

### 48 Credit Hours

- BUSN 5760 Applied Business Statistics (3 hours)
- BUSN 6070 Management Accounting (3 hours)
- BUSN 6110 Operations and Project Management (3 hours)
- BUSN 6120 Managerial Economics (3 hours)
- BUSN 6200 Strategy and Competition (3 hours)
- FINC 5000 Finance (3 hours)
- FINC 5880 Advanced Corporate Finance (3 hours)
- MNGT 5590 Organizational Behavior (3 hours)
- MRKT 5000 Marketing (3 hours)
- HRMG 5000 Managing Human Resources (*Required Course*) (3 hours)
- HRDV 5610 Training and Development (3 hours)
- HRMG 5700 Employment Law (3 hours)
- HRMG 5800 Staffing (3 hours)
- HRMG 5920 Compensation (3 hours)
- HRMG 5930 Labor-Management Relations (3 hours)
- HRMG 6000 Integrated Studies in Human Resources Management (3 hours)

See also:

- MA in human resources management

## Dual Degree Option: MBA/MA in Information Technology Management

### 48 Credit Hours

- BUSN 5760 Applied Business Statistics (3 hours)
- BUSN 6070 Management Accounting (3 hours)
- BUSN 6110 Operations and Project Management (3 hours)
- BUSN 6120 Managerial Economics (3 hours)
- BUSN 6200 Strategy and Competition (3 hours)
- FINC 5000 Finance (3 hours)
- FINC 5880 Advanced Corporate Finance (3 hours)
- MNGT 5590 Organizational Behavior (3 hours)
- MRKT 5000 Marketing (3 hours)
- ITM 5000 Information Technology Management: Overview (*Required Course*) (3 hours)
- ITM 5100 Information and Communications System and Networks (3 hours)
- ITM 5200 Project Management of Information Technology (3 hours)
- ITM 5300 Procurement and Contract Management for Information Technology (3 hours)
- ITM 5400 Systems Analysis, Design and Implementation (3 hours)
- ITM 5600 Information and Communications Security (3 hours)
- ITM 6000 Final Project in Information Technology Management (3 hours)

See also:

- MA in information technology management

# Master of Business Administration (MBA)

## Dual Degree: MBA/MA in Management and Leadership

### 45 Credit Hours

- BUSN 5760 Applied Business Statistics (3 hours)
- BUSN 6070 Management Accounting (3 hours)
- BUSN 6110 Operations and Project Management (3 hours)
- BUSN 6120 Managerial Economics (3 hours)
- BUSN 6200 Strategy and Competition (3 hours)
- FINC 5000 Finance (3 hours)
- FINC 5880 Advanced Corporate Finance (3 hours)
- MNGT 5590 Organizational Behavior (3 hours)
- MRKT 5000 Marketing (3 hours)
- MNGT 5000 Management (*Required Course*) (3 hours)
- HRMG 5000 Managing Human Resources (3 hours)
- MNGT 5650 Management and Strategy (3 hours)
- MNGT 5670 Managerial Leadership (3 hours)
- HRDV 5630 Organization Development and Change (3 hours)
- MNGT 6000 Integrated Studies in Management (3 hours)

See also:

- MA in management and leadership

## Dual Degree Option: MBA/MS in Marketing

### 51 Credit Hours

- BUSN 5760 Applied Business Statistics (3 hours)
- BUSN 6070 Management Accounting (3 hours)
- BUSN 6110 Operations and Project Management (3 hours)
- BUSN 6120 Managerial Economics (3 hours)
- BUSN 6200 Strategy and Competition (3 hours)
- FINC 5000 Finance (3 hours)
- FINC 5880 Advanced Corporate Finance (3 hours)
- MNGT 5590 Organizational Behavior (3 hours)
- MRKT 5000 Marketing (3 hours)
- MRKT 5610 Marketing Channel Management (3 hours)
- MRKT 5720 Promotional Management (3 hours)
- MRKT 5730 International Marketing (3 hours)
- MRKT 5740 Management of Digital Marketing (3 hours)
- MRKT 5850 Marketing Research (3 hours)
- MRKT 5895 Marketing Analytics (3 hours)
- MRKT 5960 Marketing Management (3 hours)
- MRKT 6000 Integrated Studies in Marketing (3 hours)

See also:

- MS in marketing

## Dual Degree Option: MBA/MA in Procurement and Acquisitions Management

### 45 Credit Hours

- BUSN 5760 Applied Business Statistics (3 hours)
- BUSN 6070 Management Accounting (3 hours)
- BUSN 6110 Operations and Project Management (3 hours)
- BUSN 6120 Managerial Economics (3 hours)
- BUSN 6200 Strategy and Competition (3 hours)
- FINC 5000 Finance (3 hours)
- FINC 5880 Advanced Corporate Finance (3 hours)
- MNGT 5590 Organizational Behavior (3 hours)
- MRKT 5000 Marketing (3 hours)
- PROC 5000 Procurement and Acquisitions Management (*Required Course*) (3 hours)
- PROC 5810 Acquisitions Law (3 hour)

- PROC 5830 Pricing (3 hours)
- PROC 5840 Negotiations (3 hours)
- PROC 5850 Logistics (3 hours)
- PROC 6000 Integrated Studies in Procurement and Acquisitions Management (3 hours)

See also:

- MA in procurement and acquisitions management

## Dual Degree Option: MBA/MS in Science Management and Leadership

### 45 Credit Hours

- BUSN 5760 Applied Business Statistics (3 hours)
- BUSN 6070 Management Accounting (3 hours)
- BUSN 6110 Operations and Project Management (3 hours)
- BUSN 6120 Managerial Economics (3 hours)
- BUSN 6200 Strategy and Competition (3 hours)
- FINC 5000 Finance (3 hours)
- FINC 5880 Advanced Corporate Finance (3 hours)
- MNGT 5590 Organizational Behavior (3 hours)
- MNGT 5990 Corporate Responsibility and Society (3 hours) or SCML 5590 Ethics & Social Responsibility in Science Management and Leadership (3 hours)
- MRKT 5000 Marketing (3 hours) or SCML 5700 Marketing & Comparative Analysis for Science Management and Leadership (3 hours)
- PATA 5120 Foundations in Intellectual Property Law (3 hours)
- SCML 5050 Communication for Professional Science Management and Leadership (3 hours)
- SCML 5800 Project Management (3 hours)
- SCML 5850 Regulatory Affairs for Science Management and Leadership (3 hours)
- SCML 6000 Practical Application in Science Management and Leadership (3 hours)

See also:

- MS in science management and leadership

## Admission

Students who are interested in applying to any of these degree programs should see the Admission section of this catalog for general requirements.

### Send all admissions materials to:

Office of Admission  
Webster University  
470 E. Lockwood Ave.  
St. Louis, MO 63119

**For information on dual degree and sequential degree options, see the appropriate sections in the Academic Policies section of this catalog.**

## Advancement to Candidacy

Students are admitted to their graduate program upon completion of all admission requirements. Students are advanced to candidacy status after successfully completing 12 credit hours of graduate credit, with grades of B- or better. In the MBA program and other specialized programs, courses required as prerequisites to the program do not count toward the 12 credit hours required for advancement.

# BUSN - Business

## BUSN 5000 Business (3)

This course is designed to provide a foundation in such general business concepts as economics, finance, accounting, business law, marketing, and other business systems.

## BUSN 5100 Introduction to Project Management (3)

This course examines the basic theory and practical tools of project management. The student learns to manage projects and achieve project objectives by organizing, planning, scheduling and controlling the project.

## BUSN 5135 Business Law & Economics in the Oil & Gas Sector (3)

The oil and gas industry is dynamic and complex. This course purposely combines the interrelationship between law and economics in this sector. Various actors including governments, financial markets, the global oil market, the uncertainty of the economic environment, licensing and contracts are some of the important topics considered. Other topics that will also be covered include investment appraisal, taxation, health, safety, the environment and issues related to supply and demand. An international approach will be applied to the study of the markets.

## BUSN 5200 Basic Finance for Managers (3)

Managers and human resources management professionals must be able to understand financial information contained in financial statements and reports. Line managers must be able to understand financial information contained in financial statements and reports in order to evaluate their unit's financial performance, to communicate clearly with other managers, and to apply financial information when making decisions. Human resources management professionals must understand financial statements and principles if they are to effectively assist line managers and be strategic partners with other business functions. This course will focus on the interpretation and use of basic financial information by non-financial managers, not on the production of financial statements and reports. (FINC 5000 cannot be substituted for BUSN 5200.)

## BUSN 5210 Financial Management and Budgeting in Nonprofits (3)

This course will prepare students to understand and participate in the financial management of nonprofit organizations. The course will provide an overview and specifics of nonprofit financial management, including budgeting, resource allocation, accounting, financial reporting (internal, board, and governmental), and working with CPAs.

## BUSN 5220 Global Supply Chain Management (3)

This course is designed to increase understanding of the management of flows of materials/goods and information in a global supply chain network. The topics covered include supplier selection, procurement, production/outsourcing, transportation, warehousing, etc. in the context of global supply chain environment and global logistics strategy. Import/export as well as third party logistics (3PL), documentation, customs procedures, government regulations, and free trade zones (FTZ) are also reviewed.

## BUSN 5250 Enterprise Systems (3)

This course helps students understand enterprise systems in today's organizations. The contents includes the evolution of enterprise systems, the components of an enterprise system and the process of implementing enterprise systems to increase the

overall success of the organization. The course also emphasizes the strategic role of the enterprise systems in providing a platform for improved business operations and productivity.

## BUSN 5300 Project Procurement Management (3)

This course examines the basic theory and practical tools of the procurement process and contract management when the projects are completed using outside resources and contractors. The course will help students understand the procurement process and manage contracts effectively so that the project can be completed successfully.

## BUSN 5360 Operations & the Supply Chain in the Oil & Gas Sector (3)

Two very central aspects and closely interconnected aspects of the oil and gas industry are the operations and supply chain management. Operations focuses on the upstream and downstream activities including exploration, production, transportation, refinery operations and bringing the products to the markets. A key aspect of the topics of the supply chain is that it can be a central source of cost efficiency and thus a competitive advantage for organizations that best manage their supply chains. The supply chain becomes an even more important strategic component when the international scale of many oil and gas ventures are considered.

## BUSN 5500 Professional Seminars (1-3)

Students participate in seminars designed to examine contemporary issues in business. The professional seminar supplements the core and elective courses in the area of business by focusing on issues of current and special interest. Course may be repeated for credit if content differs. Graduate students may apply a maximum of 3 credit hours of these seminars as electives to meet the credit-hour requirements for graduation. This course may not be completed by directed study.

## BUSN 5600 Accounting Theory and Practice (3)

Students examine the accounting function and its role in modern business. Basic accounting theory and principles are examined, and some of the more important contemporary accounting developments are reviewed. Case studies are analyzed with an emphasis on situations from the students' own work experiences. This course is designed for consumers as opposed to producers of accounting. **Prerequisite:** BUSN 5000 or HLTH 5000.

## BUSN 5620 Current Economic Analysis (3)

Implications of current economic events are examined through the applications of economic theory. Emphasis is placed on acquainting the student with methods of economic analysis in the context of current economic issues.

## BUSN 5630 Business Law (3)

This course provides a basic understanding of laws that relate to business with emphasis on the law of contracts, negotiable instruments, secured transactions, business organization and structure, relationships among firms, and property. Case studies are analyzed in order to give the student an understanding of how these various laws have evolved.

## BUSN 5680 Issues in Business (3)

Current and significant issues in business are examined. The course focuses on existing theories and practices as well as on new and emerging topics in the field. Course may be repeated for credit if content differs.



# BUSN - Business

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## **BUSN 5700 Advances in Project Management (3)**

This course examines the advanced theory and tools for implementing projects in organizations and will provide a comprehensive overview of the skills needed and challenges to be faced in managing them. The primary goals of this course in Project Management are to help students understand important concepts and principles in project selection, scheduling, risk and resource management and develop analytical and interpersonal skills that will be useful to them as project managers. **Prerequisites:** BUSN 5100 and BUSN 5760.

## **BUSN 5760 Applied Business Statistics (3)**

The student examines the application of statistical analysis, hypothesis testing, and regression analysis in business decision making. The course should focus on the utilization of statistical methods as applied to business problems and operations.

## **BUSN 6050 Macroeconomic Analysis (3)**

The course provides the consumer of macroeconomic news a conceptual foundation in macroeconomic theory. The goal is to prepare the manager/analyst to consume macroeconomic news and analysis and to draw independent conclusions. **Prerequisite:** BUSN 5620.

## **BUSN 6070 Management Accounting (3)**

The student examines advanced topics in management accounting as these relate to management information needs for planning, control, and decision making. Topics include interpretation of standard cost variances; application of quantitative techniques; evaluation of divisional performance; activity-based costing; and the behavioral impact of accounting systems. **Prerequisites:** BUSN 5600 and BUSN 5760.

## **BUSN 6080 Business Information Systems (3)**

The student examines information systems in business organizations. This course will develop the framework for an information system and explore how systems that support the business functions of the organization are integrated and aid the manager with decision-making responsibilities within the operational, tactical, and strategic hierarchy of the company. Underlying the examination of various organizational information systems will be an exploration of emerging technologies that drive these systems. This course provides the student with the skills necessary to effectively understand and use information technology and shows how information technology provides organizations with a strategic competitive advantage. Students who have completed MNGT 5540 may not take BUSN 6080.

## **BUSN 6100 Quantitative Business Analysis (3)**

Students examine the techniques of optimum research allocation, emphasizing the application of the quantitative methods to practical problems. Topics covered include: optimum values, minimum and maximum values with and without constraints, queuing, linear models and techniques, and statistical methods. Emphasis is less on derivation than on application. Examples used for application come from all areas of business, manufacturing, and institutional experience.

## **BUSN 6110 Operations and Project Management (3)**

This is a course that focuses on the major managerial issues in manufacturing management and the tools that can be used to manage them. Special attention will be given to project management, including PERT, critical path scheduling, and time-cost models, in operations management and other business

settings. The major operations management issues are quality management and control, capacity management, plant location, layout and design, production planning and scheduling, supply chain management, and inventory management. The analytical tools covered include queuing theory, statistical quality control, linear programming, and learning curves. Where appropriate, the use of operations management techniques in service and distribution organizations will be demonstrated. **Prerequisite:** BUSN 5760.

## **BUSN 6120 Managerial Economics (3)**

The student examines the application of microeconomic theory as applied to the managers' responsibilities within the organization. This course should emphasize the quantitative and qualitative application of economic principles to business analysis. **Prerequisites:** BUSN 5620 and BUSN 5760.

## **BUSN 6140 Business Research Analysis (3)**

The student examines the application of the tools and methods of research to management problems. The course focuses on the nature of research; the use of research in decision making; decision making; research concepts and methods for the collection, analysis, and interpretation of data from surveys, experiments, and observational studies; and the evaluation, use, and presentation of research findings.

## **BUSN 6150 Business Communications and Technology (3)**

The student examines the methods, protocol, and appropriateness of various forms of communication for business decision making, which include written, oral, networking, teleconferencing, e-mail, and other modern methods of communication that are required in today's business world. The course should include all types of communications the student needs to operate in the national and international aspects of business, including sales promotions and financial promotions, as well as computer networking within the business structure.

## **BUSN 6160 Integrated Business Processes and ERP (3)**

This course provides students a comprehensive understanding of how Enterprise Resource Planning (ERP) Systems foster the integration of the fundamental business processes in today's business organizations. This course also examines the evolution of ERP and the components of a modern ERP system. There is a significant technology component to this class. Students directly practice real business functions and transactions in an ERP system to gain hands on experience.

## **BUSN 6180 Configuration of ERP Systems (3)**

Students will examine the configuration of ERP systems in organizations. Through the use of hands-on projects using an ERP system, students will explore the steps necessary to configure various business processes for the purpose of furthering the objectives of the organization. In addition, not only will students in this course become familiar with configuration, but their knowledge of the important business processes of organizations will also be reinforced. Students will also be expected to report on and explain their conclusions with respect to ERP system case studies. **Prerequisite:** ACCT 5310 or BUSN 6160.

## **BUSN 6200 Strategy and Competition (3)**

The student examines the conceptual and practical aspects of business policies and policy decision making by utilizing

# BUSN - Business

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all the concepts, theories, and tools that were presented in the previous courses. The student should be able to analyze and recommend a comprehensive and workable approach to the situation. The course should cover current business issues and developments. There is an additional course fee of \$99. **Prerequisite:** Completion of all other required courses in the MBA.

## **BUSN 6500 Business Internship (1-6)**

This course is designed to enhance the graduate business curriculum. Along with a faculty internship coordinator, students play an instrumental role in creating an experience that blends coursework knowledge with practical knowledge by working with a host organization under the supervision of a qualified professional. All work performed for the purpose of satisfying the requirements of the internship program must in some way relate to the student's major or emphasis.

## **BUSN 9910 Travel Course-Operations and Project Management (3)**

this is a course that focuses on the major managerial issues in manufacturing management and the tools that can be used to manage them. Special attention will be given to project management, including PERT, critical path scheduling, and time-cost models, in operations management and other business settings. The major operations management issues are quality management and control, capacity management, plant location, layout and design, production planning and scheduling, supply chain management, and inventory management. The analytical tools covered include queuing theory, statistical quality control, linear programming, and learning curves. Where appropriate, the use of operations management techniques in service and distribution organizations will be demonstrated. This course includes a mandatory short-term travel component. **Prerequisite:** BUSN 5760.

## **BUSN 9950 Travel Course-Issues in Business (3)**

Current and significant issues in business are examined. The course focuses on existing theories and practices as well as on new and emerging topics in the field. Course may be repeated for credit if content differs. This course includes a mandatory short-term travel component.

# International Relations (MA)

*This program is offered by the College of Arts & Sciences. It is available online, at the St. Louis home campus, and at select U.S. and International campuses. Please see the Campus Locations and Offerings section of this catalog for a list of campuses where this program is offered.*

## Program Description

The master of arts (MA) in international relations enables students to analyze the complexities and processes involved in world politics and international affairs. Coursework provides exposure to the key subfields of the discipline and relevant issues such as globalization, human rights, humanitarian action and economic development. The program can help prepare students to compete for work with a governmental agency, an intergovernmental organization, a nongovernmental organization, or a multinational corporation. This program is also recommended for students planning to pursue a PhD or an academic career at another institution.

The degree requires satisfactory completion of 27 credit hours of the INTL curriculum and 9 credit hours of graduate electives for a total of 36 credit hours.

Webster also offers a Global MA program in international relations. Learn more at the Global MA Program page (external to the catalog).

## Learning Outcomes

Students who complete this program will be able to:

- Demonstrate a working knowledge of several subfields of the international relations discipline.
- Demonstrate strong research skills.
- Critically analyze international events and issues.
- Apply theories of international relations.
- Demonstrate effective written communication skills.

## Program Curriculum

The 36 credit hours required for the master of arts (MA) degree in international relations must include the following courses:

- INTL 5000 Introduction to International Relations (3 hours)
- INTL 5100 Research Methods and Perspectives (3 hours)
- INTL 6000 Capstone in International Relations (3 hours) or INTL 6250 Thesis\* (6 hours) and INTL 6900 University Thesis Requirement\* (0 hours)
- Two courses from the Comparative Politics Cluster (6 hours)
- Four courses from the International Politics Cluster (12 hours)
- Additional graduate elective credit hours (9 hours)

\*Students taking INTL 6250 Thesis (6 hours) must also register for INTL 6900 University Thesis Requirements (0 hours). INTL 6900 acknowledges successful completion of all thesis requirements including conforming to university and departmental guideline as well as depositing the thesis in the University library.

\*Students completing their degree at either the Vienna or Geneva campuses are required to complete INTL 6250 Thesis and INTL 6900 University Thesis Requirements to meet this requirement.

### Comparative Politics Cluster (2 courses)

- INTL 5050 Comparative Politics (3 hours)
- INTL 5580 Politics of Development (3 hours)
- INTL 5570 Comparative Foreign Policy (3 hours)
- INTL 5600 Area Studies (3 hours)

- INTL 5605 Topics in Comparative Politics (3 hours)
- INTL 5625 Middle East Area Studies (3 hours)
- INTL 5635 Western European Area Studies (3 hours)
- INTL 5645 Asian Area Studies (3 hours)
- INTL 5655 African Area Studies (3 hours)
- INTL 5665 South and Central Asian Area Studies (3 hours)
- INTL 5675 Central and Eastern European Area Studies (3 hours)
- INTL 5685 Latin American Area Studies (3 hours)

### International Politics Cluster (4 courses)

- INGO 5000 Introduction to International and Nongovernmental Organizations (3 hours)
- INTL 5400 International Political Economy (3 hours)
- INTL 5510 Theories of International Relations (3 hours)
- INTL 5530 International Law (3 hours)
- INTL 5535 International Disaster Law (3 hours)
- INTL 5540 International Organizations (3 hours)
- INTL 5545 The United Nations in International Politics (3 hours)
- INTL 5550 War and Diplomacy (3 hours)
- INTL 5560 U.S. Foreign Policy (3 hours)
- INTL 5585 Food and Water Security (3 hours)
- INTL 5590 International Security (3 hours)
- INTL 5595 Energy Security (3 hours)
- INTL 5700 Humanitarian Issues in International Politics (3 hours)
- INTL 5800 Globalization (3 hours)
- INTL 5860 Issues in International Politics (3 hours)
- INTL 5870 International Law and Politics of Outer Space (3 hours)
- INTL 5890 Terrorism in World Politics (3 hours)
- NTSC 5000 Introduction to National Security Studies (3 hours)

### International Relations Elective Courses (3 courses)

Any additional courses from the two clusters above, or any of the following:

- INTL 5300 Field Work (3-6 hours)
- INTL 5500 Professional Seminars (1-3 hours)
- INTL 5610 Non-Thesis Readings/Research (3 hours)
- INTL 5900 Advanced Research Methods\*\* (3 hours)
- INTL 6500 Internship (3 hours)
- Any other graduate elective course (3 hours)

*Not all of the courses listed above will be available to students at all locations.*

If a requisite course is waived, the student must choose an elective course from this major.

\*\*Advanced Research Methods may be substituted for a course in the Comparative cluster or in the International Politics cluster.

The required courses and electives listed in this core may be taken as directed studies, subject to the conditions stated in Directed Studies under the Academic Policies section of this catalog.

### Dual Major Option: International Relations/ International and Nongovernmental Organizations

*This program is only available at the Geneva campus.*

# International Relations (MA)

## 51 Credit Hours

The dual major in international relations and international and nongovernmental organizations is designed for the student who wishes to seek a single master of arts degree with two majors: international relations and international and nongovernmental relations. Unlike a sequential or dual degree, the student earns a single master's degree but with two concentrations. It is therefore more credit hours than a single-concentration masters (36 credit hours) but still fewer than a sequential degree (60 or 63 credit hours).

### Required Courses:

- INTL 5000 Introduction to International Relations (3 hours)
- INGO 5000 Introduction to International and Nongovernmental Organizations (3 hours)
- INTL 5100 Research Methods and Perspectives (3 hours)  
or INGO 5200 Research Methods and Approaches in International and Nongovernmental Organizations (3 hours)
- INTL 6000 Capstone in International Relations (3 hours)  
or INGO 6000 Theory and Practice in International and Nongovernmental Organizations (3 hours)  
or INTL 6250 Thesis\* (6 hours) and INTL 6900 University Thesis Requirement\* (0 hours)  
or INGO 6250 Thesis\* (6 hours) and INGO 6900 University Thesis Requirement\* (0 hours)
- INTL 5540 International Organizations (3 hours)
- INGO 5600 Principles of Negotiations (3 hours)
- INGO 5700 Grant Writing, Fundraising and Development for International and Nongovernmental Organizations (3 hours)
- INGO 5900 Project Management for International and Nongovernmental Organizations (3 hours)

\*Students taking INTL 6250 or INGO 6250 Thesis (6 hours) must also register for INTL 6900 or INGO 6900 University Thesis Requirements (0 hours). INTL 6900 or INGO 6900 acknowledges successful completion of all thesis requirements including conforming to university and departmental guidelines as well as depositing the thesis in the University library.

### Elective Courses:

- Skills Cluster from the MA the international and nongovernmental organizations (9 hours)
- Comparative Cluster from the MA in international relations (6 hours)
- International Politics Cluster from the MA in international relations (12 hours)

## Dual Major Option: National Security Studies/ International Relations

### 51 Credit Hours

Upon completion of the 51 credits, a single degree is awarded with two major concentrations. The two programs cannot be awarded separately or sequentially under this arrangement.

### Required Courses

- INTL 5000 Introduction to International Relations (3 hours)
- NTSC 5000 Introduction to National Security Studies (3 hours)
- INTL 5100 Research Methods and Perspectives (3 hours)  
or NTSC 5100 Research Methods in National Security Studies (3 hours)
- LEGL 5601 Professional Ethics in National Security Law (3 hours)
- INTL 5590 International Security (3 hours)

- INTL 6000 Capstone in International Relations (3 hours)  
or NTSC 6000 Capstone in National Security Studies (3 hours)  
or INTL 6250 Thesis\* (6 hours) and INTL 6900 University Thesis Requirement\* (0 hours)  
or NTSC 6250 Thesis in National Security Studies\* (6 hours)  
and INTL 6900 University Thesis Requirement\* (0 hours)

\*Students taking INTL 6250 Thesis or NTSC 6250 Thesis in National Security Studies (6 hours) must also register for INTL 6900 University Thesis Requirement (0 hours). INTL 6900 acknowledges successful completion of all thesis requirements including conforming to university and departmental guidelines, as well as depositing the thesis in the University library. The six credit hours for INTL 6250 or NTSC 6250 are drawn from the 3 hours reserved for the NTSC 6000 capstone and 3 elective credit hours in the program.

### Electives

- 3 additional courses (9 hours) from the International and Regional Security Track in the MA in national security studies
- 4 courses (12 hours) from electives in other tracks in the MA in national security studies
- 2 courses (6 hours) from the Comparative Politics Cluster of the MA in international relations
- 2 elective courses (6 hours) in the MA in international relations

### Admission

Students who are interested in applying to this degree program should see the Admission section of this catalog for general requirements.

### Send all admissions materials to:

Office of Admission  
Webster University  
470 E. Lockwood Ave.  
St. Louis, MO 63119

### Advancement to Candidacy

Students are admitted to their graduate program upon completion of all admission requirements. Students are advanced to candidacy status after successfully completing 12 credit hours of graduate credit, with grades of B- or better. In the MBA program and other specialized programs, courses required as prerequisites to the program do not count toward the 12 credit hours required for advancement.

# INTL - International Relations

## INTL 5000 Introduction to International Relations (3)

Students are introduced to the major approaches and subfields within the discipline of international relations, such as international security, international political economy, international law, international organizations, and foreign policy. Students will learn the basics of an analytical approach to international politics, including the use of the theory and evidence within a broader logic of inference. This framework will be applied in overviews of the major disciplinary subfields, with reference to both contemporary issues and historical cases.

## INTL 5050 Comparative Politics (3)

Students explore how we use comparison to theorize about politics and to identify both what holds across cultures and nations and what is idiosyncratic requiring area studies expertise. Topics may include democratization, state and nation building, stability and decay of institutions, systems of representation, parliamentary versus presidential governance, political development, and ideology.

## INTL 5100 Research Methods and Perspectives (3)

Students are introduced to skills, methodological issues, and bibliographic resources which enhance their ability to evaluate critically and to conduct research in the field of international relations.

## INTL 5300 Field Work (3-6)

This course provides an opportunity for students to actively involve themselves in field research, which may be of a qualitative or quantitative nature. **Prerequisite:** INTL 5100.

## INTL 5400 International Political Economy (3)

This course explores the interplay between states and markets. Topics include theories of international political economy such as mercantilism, liberalism, Marxian/structuralism, and feminism, trade, finance, the international monetary system, transnational corporations, and development. **Prerequisite:** INTL 5000.

## INTL 5500 Professional Seminars (1-3)

Students participate in seminars designed to examine the interplay between theory and practice. This course may be repeated for credit if content differs. It may not be completed by directed study.

## INTL 5510 Theories of International Relations (3)

Students explore the major theoretical paradigms in the field of international relations, including realism, institutionalism, liberalism, Marxism, and constructivism. Students will learn to evaluate theories within these paradigms based on their logical consistency and empirical support. These theories will also be applied to current events and used to derive policy prescriptions.

## INTL 5530 International Law (3)

This course introduces students to the field of international law and teaches them how it can be used to assess the acts and omissions of state and non-state actors. It covers sources of law, jurisdiction, international legal personality, diplomatic and consular law, the law of state responsibility, the relationship between international law and municipal law, peaceful settlement of disputes, and topics that may include the law related to the use of force, international humanitarian law, international human rights law, the law of the sea, and international environmental law.

This course will require a close reading of primary and secondary source materials.

## INTL 5535 International Disaster Law (3)

This course examines the international and domestic legal structures governing the prevention and management of natural and man-made disasters. The course offers a comprehensive overview of the main practical, humanitarian and military issues related to the legal aspects of disaster prevention and management activities. Topics will be covered using a theoretical approach complemented by practical exercises designed to test the participant's ability to find outcome-oriented solutions through the application of relevant international disaster law provisions. These concepts will be applied through historical and contemporary case studies.

## INTL 5540 International Organizations (3)

This course is a survey of the different kinds of international organizations, including intergovernmental organizations, international regimes, international nongovernmental organizations, and transnational corporations. Various theoretical approaches to international organizations are explored, and special emphasis is placed on the United Nations.

## INTL 5545 The United Nations in International Politics (3)

This course is an in depth study of the United Nations system and its role in world politics. The course will review the historical origins of the UN and its role in international security, human rights and development. Current issues facing the United Nations and its associated agencies are discussed within this context.

## INTL 5550 War and Diplomacy (3)

Students examine the causes and consequences of warfare throughout history, with an emphasis on the political processes that contribute to both the outbreak and resolution of wars. Students will learn some of the political tools and strategies that are used to prevent or ameliorate the effects of war, and the ways in which war can be ended once it has begun.

## INTL 5555 Policy and Practice: Global Project in International Relations (0-1)

Students work together to produce a final group project that bridges theory, policy and practice in international relations. This course is only available to students in the Global MA in International Relations program. **Prerequisite:** Admission to GMA in International Relations.

## INTL 5560 U.S. Foreign Policy (3)

This course is about the foreign policy-making process in the United States. It examines the domestic and international actors that shape, formulate, and execute foreign policy. Topics include the role of United States government institutions, the media, interest groups, decision-making, and foreign policy problems such as war, failed states, economic interdependence, environmental degradation, and humanitarian disasters, as well as the military, economic, and diplomatic instruments that the United States can bring to bear in managing these problems.

## INTL 5570 Comparative Foreign Policy (3)

This course examines the major foreign policy objectives of selected states in the international system and analyzes the domestic forces, institutions, and processes, as well as the historical context, of these states' foreign policies.

# INTL - International Relations

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## **INTL 5580 Politics of Development (3)**

This course examines the politics and issues facing those nation-states variously described as post-colonial, third world, and new industrialized. These nation-states share in common the quest to join those that attained both high average standards of living and stable political institutions.

## **INTL 5585 Food and Water Security (3)**

Students will examine the issues around one of today's foremost human security challenges. That is, the prevention of malnutrition and the access to safe food and clean drinking water.

## **INTL 5590 International Security (3)**

This course offers a broad overview of the causes and consequences of international conflict. It examines age-old questions of war and peace, but also tackles more modern topics such as nuclear proliferation, terrorism, and drone warfare. It requires students to assess several of the field's most prominent theories of conflict, coercion, bargaining, and cooperation in terms of both historical and contemporary case studies.

## **INTL 5595 Energy Security (3)**

This course will examine the geopolitics of energy, emphasizing the security implications of global energy markets and resource competition. The course explores the ways that states shape their grand strategies to meet their energy needs, and the impact of these strategies on regional and global politics. The course will also look into the geopolitical, environment and domestic factors that drive energy policy decisions. Students will examine problems in energy security using both long-term and short-term perspectives. Students will learn how states balance long-term investments to secure energy supply against the short-term need to ensure a supply network's capacity to withstand short-term interruptions and shocks.

## **INTL 5600 Area Studies (3)**

Students examine the history, culture, politics, and economic systems of a region or sub-region not defined by a specific departmental course offering.

## **INTL 5605 Topics in Comparative Politics (3)**

Specific topics in comparative politics are examined in depth. Topics may be issues such as democratization, military politics, migration, or health care policies, examined using a cross-national approach of the politics of a specific nation or set of nations chosen for comparison.

## **INTL 5610 Non-Thesis Readings/Research (3)**

Non-Thesis Readings/Research is an intensive, one-on-one reading/research course. Students work in close cooperation with an individual professor on a topic of special interest. The content of this course may not duplicate other courses in the curriculum. The policies and procedures that apply to Non-Thesis Readings/Research are those for directed studies. Course may be repeated for credit if content differs.

## **INTL 5625 Middle East Area Studies (3)**

Students examine the history, culture, politics, and economic systems of the Middle East not defined by a specific departmental course offering.

## **INTL 5635 Western European Area Studies (3)**

Students examine the history, culture, politics, and economic systems of Western Europe not defined by a specific departmental course offering.

## **INTL 5645 Asian Area Studies (3)**

Students examine the history, culture, politics, and economic systems of Asia not defined by a specific departmental course offering.

## **INTL 5655 African Area Studies (3)**

Students examine the history, culture, politics, and economic systems of Africa not defined by a specific departmental course offering.

## **INTL 5665 South and Central Asia Area Studies (3)**

Students examine the history, culture, politics, and economic systems of South and Central Asia not defined by a specific course offering.

## **INTL 5675 Central and Eastern Europe Area Studies (3)**

Students examine the history, culture, politics, and economic systems of Russia and Eastern Europe not defined by a specific departmental course offering.

## **INTL 5685 Latin American Area Studies (3)**

Students examine the history, culture, politics, and economic systems of Latin America not defined by a specific departmental course offering.

## **INTL 5700 Humanitarian Issues in International Politics (3)**

This course provides a forum for investigating transnational humanitarian issues such as regionalism, the environment, human rights, and refugees. Course may be repeated for credit if content differs.

## **INTL 5800 Globalization (3)**

Globalization involves the intensification of economic, political, social, and cultural relations across international borders. This course examined the history and causes of this process and evaluates the effects it has on relationships within and between countries.

## **INTL 5860 Issues in International Politics (3)**

This course examines such issues as terrorism, the control of weapons of mass destruction, illicit trade, imperialism, and conflict resolution. Course may be repeated for credit if content differs.

## **INTL 5870 International Law and Politics of Outer Space (3)**

This course examines the international law and politics of outer space. It focuses on the law that has emerged in this area in recent decades, and how it has emerged. Topics covered include space exploration, space travel, questions of sovereign appropriation, and peaceful settlement of disputes.

## **INTL 5890 Terrorism in World Politics (3)**

This course examines the causes and political responses to terrorism in world politics. Issues examined may include the origins and goals of major terrorist organizations, tensions that arise between protecting civil liberties and ensuring security when

# INTL - International Relations

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responding to terrorism, and how to distinguish between terrorism and other forms of violence.

## **INTL 5900 Advanced Research Methods (3)**

This course builds upon INTL 5100 by providing additional analytical and theoretical background relating to research methods, data analysis, qualitative techniques, and statistical theory. **Prerequisite:** INTL 5100.

## **INTL 6000 Capstone in International Relations (3)**

This course centers on the design and development of a scholarly capstone paper, representing the student's achievement as a Master of International Relations. **Prerequisite:** Completion of 30 credit hours prior to registering for INTL 6000 Capstone in International Relations.

## **INTL 6250 Thesis (6)**

The student completes a thesis project under the supervision of two faculty members. The thesis option is recommended for those considering graduate study at the doctoral level. All theses must follow university guidelines and be deposited in the Webster University library. Proposal forms are available from the department web site. Students must secure approval of their proposal from the academic director or coordinator of the program at the site where the thesis is to be done. General policy expects proposals to be submitted before the 24th credit hour is completed. **Prerequisite:** Completion of 30 credit hours prior to registering for INTL 6250 Thesis.

## **INTL 6500 Internship (3-6)**

INTL 6500 Internship is designed to enhance the international relations curriculum. Students play an instrumental role in creating an experience that blends coursework knowledge with practical knowledge by working with a host organization under the supervision of a qualified professional. Thus, all work performed for the purpose of satisfying the requirements of the Internship program must in some way relate to the field of international relations. **Prerequisites:** INTL 6500 Internship requires that the student complete all required courses for the Master of Arts (MA) in International Relations (except INTL 6000 Capstone in International Relations or INTL 6250 Thesis). Exceptions may apply at the discretion of the Chair of History, Politics, and International Relations Department, upon written request, before registering for INTL 6500 Internship. INTL 6500 Internship cannot be substituted for INTL 6000 Capstone in International Relations or INTL 6250 Thesis.

## **INTL 6900 University Thesis Requirements (0)**

Required of all MA students completing a thesis project. All theses must follow university and departmental guidelines and be deposited in the University library. Recognizes successful completion of all the thesis requirements.

# Procurement and Acquisitions Management (MA)

*This program is offered by the Walker School of Business & Technology. It is available online and at select U.S. campuses, but it is not available at the St. Louis home campus. Please see the Campus Locations and Offerings section of this catalog for a list of campuses where this program is offered.*

## Program Description

The curriculum is designed to provide a broad theoretical and applied background in the managerial disciplines required to manage effectively the development, procurement, contracting and channeling of material, services and major systems.



*The MA in procurement and acquisitions management is accredited by the Accreditation Council for Business Schools and Programs (ACBSP).*

## Program Learning Outcomes

- Students will be able to explain the important terminology, facts, concepts, principles, analytic techniques and theories used in the field of procurement and acquisitions management.
- Students will be able to effectively apply important terminology, facts, concepts, principles, analytic techniques and theories used in the field of procurement and acquisitions management when analyzing complex factual situations.
- Students will be able to effectively integrate (or synthesize) important facts, concepts, principles and theories in the field of procurement and acquisitions management when developing solutions to multifaceted procurement and acquisitions management problems in complex factual situations.

## Program Curriculum

The 36 credit hours required for the master of arts (MA) in procurement and acquisitions management must include the following courses:

- PROC 5000 Procurement and Acquisitions Management (*Requisite Course*) (3 hours)
- PROC 5810 Acquisitions Law (3 hours)
- PROC 5820 Operations Management (3 hours)
- PROC 5830 Pricing (3 hours)
- PROC 5840 Negotiations (3 hours)
- PROC 5850 Logistics (3 hours)
- PROC 6000 Integrated Studies in Procurement and Acquisitions Management (3 hours)

In addition, the student chooses elective courses offered in this major and/or from the program curricula of other George Herbert Walker School of Business & Technology majors.

If the requisite course is waived, the student must choose an elective course from this major or from the program curriculum of another George Herbert Walker School of Business & Technology major. Students pursuing dual majors who have the requisite course(s) waived will complete only the remaining required courses for the dual majors.

## Dual Degree Option: MBA/MA in Procurement and Acquisitions Management

### 45 Credit Hours

The MBA/MA procurement and acquisitions management dual degree option requires the completion of 45 credit hours consisting of the nine required courses (27 credit hours) in the master of business administration (MBA) and the additional required courses (18 credit hours) in the master of arts in procurement and acquisitions management, as listed in the respective sections of the catalog.

Upon completion of the 45 credit hours, two separate diplomas are issued at the same time. The two degrees cannot be awarded separately or sequentially under this arrangement.

- BUSN 5760 Applied Business Statistics (3 hours)
- BUSN 6070 Management Accounting (3 hours)
- BUSN 6110 Operations and Project Management (3 hours)
- BUSN 6120 Managerial Economics (3 hours)
- BUSN 6200 Strategy and Competition (3 hours)
- FINC 5000 Finance (3 hours)
- FINC 5880 Advanced Corporate Finance (3 hours)
- MNGT 5590 Organizational Behavior (3 hours)
- MRKT 5000 Marketing (3 hours)
- PROC 5000 Procurement and Acquisitions Management (*Required Course*) (3 hours)
- PROC 5810 Acquisitions Law (3 hour)
- PROC 5830 Pricing (3 hours)
- PROC 5840 Negotiations (3 hours)
- PROC 5850 Logistics (3 hours)
- PROC 6000 Integrated Studies in Procurement and Acquisitions Management (3 hours)

## Admission

Students who are interested in applying to either of these programs should see the Admission section of this catalog for general requirements.

### Send all admissions materials to:

Office of Admission  
Webster University  
470 E. Lockwood Ave.  
St. Louis, MO 63119

Applicants to the procurement and acquisitions management (MA) must have completed a business or business-related undergraduate degree meeting the following criteria:

- University/college is regionally accredited
- The business school must have a business-related accreditation (e.g. AACSB, ACBSP, IACBE, etc.)

Applicants who do not meet these qualifications must do **one** of the following:

- Successfully complete BUSN 5000.
  - Note: BUSN 5000 will count as an elective in the program. This option is **only** available for students who are required to take BUSN 5000.
- Complete **all** of the following undergraduate courses (or their equivalents) with a grade of C- or better (17 credit hours total, not including individual course prerequisites):
  - MNGT 2100 Management Theory and Practices
  - ACCT 2010 Financial Accounting
  - BUSN 2750 Introduction to Statistics



## Procurement and Acquisitions Management (MA)

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- ECON 2000 Survey of Economics
- MNGT 3500 Marketing
- BUSN 3500 Business and Global Issues
- BUSN 4500 Ethical Issues in Business

### **Advancement to Candidacy**

Students are admitted to their graduate program upon completion of all admission requirements. Students are advanced to candidacy status after successfully completing 12 credit hours of graduate credit, with grades of B- or better. In the MBA program and other specialized programs, courses required as prerequisites to the program do not count toward the 12 credit hours required for advancement.

# PROC - Procurement

## PROC 5000 Procurement and Acquisitions Management (3)

This course is an overview of acquisitions and materials management. Students examine the functional roles of those individuals having responsibility in this area. The course includes discussion of acquisition law, operations management, pricing, negotiations, and logistics.

## PROC 5220 Systems Procurement and Project Management (3)

Development, procurement, and management of major systems are studied. Systems management, life-cycle acquisition, and project management as a multifunction managerial and systems concept are examined.

## PROC 5270 Acquisitions Management (3)

Students examine the theory and practice of acquisitions management and the control of materials in a business enterprise. Engineering, production, marketing, finance, transportation, warehousing, and inventory control and the relationship of these activities to the acquisitions management function are investigated.

## PROC 5500 Professional Seminars (1-3)

Students participate in seminars designed to examine contemporary issues in procurement and acquisitions management. The professional seminar supplements the core and elective courses in the area of procurement and acquisitions management by focusing on issues of current and special interest. Course may be repeated for credit if content differs. Graduate students may apply a maximum of 3 credit hours of these seminars as electives to meet the credit-hour requirements for graduation. This course may not be completed by directed study.

## PROC 5810 Acquisitions Law (3)

The legal framework for acquisition contracts is examined. Students review the Uniform Commercial Code as it relates to acquisitions and basic contract law.

## PROC 5820 Operations Management (3)

Needs assessments are translated into facilities procedures and operating methodologies. The course includes an analysis of inventory, reliability and quality assurance, value analysis/engineering, and site and layout analysis.

## PROC 5830 Pricing (3)

The student reviews the competitive and financial environment related to price proposals utilizing the techniques of cost and price analysis, life-cycle costing, return on investment, and cost-benefit analysis.

## PROC 5840 Negotiations (3)

The course involves scope, strategies, and objectives related to negotiated acquisitions. The preparation, conduct, and documentation of the negotiation process are included.

## PROC 5850 Logistics (3)

The student reviews the area of physical distribution management, including warehouse management and layout, transportation, and customer service.

## PROC 5860 Government Contracting (3)

Students will examine contracting, focusing on complex, non-commercial acquisitions. Through lecture, case study, exercises, and other action teaming activities, students will be challenged to accept their roles as business advisors and to apply ethical principles and sound judgments to resolve contracting issues. **Prerequisite:** PROC 5000 or an equivalent introductory course in procurement and acquisitions management.

## PROC 5870 Pricing and Contract Integration (3)

This course reinforces pricing skills taught in the basic Pricing and Negotiation course and further develops skills in pricing, cost analysis and managing contract issues. Integrated Program Teams (ITPs) are established to resolve simulated case studies. Each ITP is required to demonstrate its ability to recognize, resolve and provide advice on pricing issues. Students will appropriately use price and cost analysis in developing pre-negotiation objectives so that a fair and reasonable cost or price position can be supported. **Prerequisites:** PROC 5830 or an equivalent basic pricing course and a general understanding of the government acquisitions process.

## PROC 5880 Issues in Procurement and Acquisitions Management (3)

Current and significant issues in procurement and acquisitions management are examined. The course focuses on existing theories and practices, with emphasis given to new and emerging topics in the field. Course may be repeated for credit if content differs.

## PROC 5890 Government Procurement Law (3)

The law and legal processes associated with government procurement are explored. An overview of government procurement and acquisitions management is presented, with particular attention given to the legal framework in which these activities must take place.

## PROC 6000 Integrated Studies in Procurement and Acquisitions Management (3)

The student is expected to synthesize and integrate the learning experiences acquired in procurement and acquisitions management and to evaluate the research and current topics relative to this major. Techniques used to accomplish these goals may vary. **Prerequisite:** Completion of all other required courses in this major.

## PROC 9950 Travel Course-Issues in Procurement & Acquisitions Management (3)

Current and significant issues in procurement and acquisitions management are examined. The course focuses on existing theories and practices, with emphasis given to new and emerging topics in the field. This course includes a mandatory short-term travel component. Course may be repeated for credit if content differs.

# Government Contracting

## Graduate Certificate 18 Credit Hours

St. Louis, MO 63119

*This program is offered by the Walker School of Business & Technology. It is available online and at select U.S. campuses, but is not available at the St. Louis home campus. Please see the Campus Locations and Offerings section of this catalog for a list of campuses where this program is offered.*

For information on the general requirements for a certificate, see Certificate Program Policies and Procedures under the Academic Policies section of this catalog.

### Program Description

The graduate certificate in government contracting program is designed for contracting practitioners new to government contracting who want to enhance their skills and understanding of contracting acquisition management. The program emphasizes both theory and practice allowing students to learn the underlying principles and use of the current tools in the field.

Webster University, in a strategic partnership with the Defense Acquisition University (DAU), provides classes for Department of Defense (DoD) workers in the Acquisitions, Technology and Logistics workforce. **For important information regarding the certificate in government contracting program equivalencies with DAU CON courses, visit the Webster/DAU Partnership website.**

The U.S. Department of Education defines Gainful Employment program criteria and data requirements. View this program's Gainful Employment Disclosures at <http://www.webster.edu/consumers/gainful-employment/graduate/government-contracting/gedt.html> to see important information about the education debt, earnings and completion rates of students who attended this program.

### Requirements

The curriculum requires 18 credit hours of specialized courses in contracting, acquisitions management, pricing, negotiations and procurement law. These government contracting certificate courses are equivalent to certain Defense Acquisition University (DAU) courses and can be used to meet the educational certification requirements of the Defense Acquisition Workforce Improvement Act (DAWIA). Specifically, the 18 credit hours required for the graduate certificate in government contracting must include the following courses:

- PROC 5000 Procurement and Acquisitions Management (3 hours)
- PROC 5830 Pricing (3 hours)
- PROC 5840 Negotiations (3 hours)
- PROC 5860 Government Contracting (3 hours)
- PROC 5870 Pricing and Contract Integration (3 hours)
- PROC 5890 Government Procurement Law (3 hours)

### Admission

Students who are interested in applying to this certificate program should see the Admission section of this catalog for general requirements.

#### Send all admissions materials to:

Office of Admissions  
Webster University  
470 E. Lockwood Ave.

# GCON - Government Contracting

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## GCON 5000 Fundamentals of Government Contracting (3)

Fundamentals of Government Contracting (GCON 5000) provides the foundation for effectively using FARs and DFARS, the federal government rules and regulations that guide contracting. This course is also a hands-on, research-intensive, exercise-based curriculum. Participants will analyze contracting business scenarios and determine courses of action, regulatory constraints, and appropriate strategies developed through research of the FAR and its supplement the DFARS. This course spans the contracting professionals role in Contract Planning, Contract Execution and Contract Administration. The course introduces those new to the contracting field to their role as a business advisor in the acquisition process and focuses on developing mission support strategies based on knowledge of the contracting environment and customers' needs. Students will learn how to develop an acquisition strategy, conduct effective market research, and understand how socioeconomic programs support the acquisition planning process leading to solicitation, award and administration of successful contracts. It provides students with the knowledge necessary to execute an acquisition that optimizes customers' mission performance.

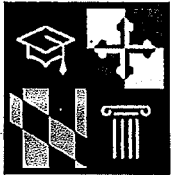
## GCON 5100 Government Contracting Lifecycle (3)

Government Contracting Lifecycle (GCON 5100) provides students the foundations of life cycle components of government contracts. This course also introduces students to the various roles that contracting professionals engage with various Contract Life Cycle Planning, Execution and Administration methods. The course introduces government contracting concepts new to the contracting professional. Students learn to develop skills as a business advisor in the acquisition process and focuses on developing mission support strategies based on knowledge of the contracting environment and customers' needs. Students will learn how to develop an acquisition strategy, conduct effective market research, and understand how socioeconomic programs support the acquisition planning process leading to solicitation, award and administration of successful contracts. It provides students with the knowledge necessary to execute an acquisition that optimizes customers' mission performance. **Prerequisite:** GCON 5000.

## GCON 5300 Business Decisions for Government Contracting (3)

The course provides an overview regarding regulations and processes regarding the use of cost analysis and for requiring certified cost and pricing data. After learning the basic elements of price and cost analysis, students will build and defend a renegotiation objective, including a minimum and maximum pricing object with a Weighted Guidelines assessment to develop a reasonable profit/fee objective. Students will be required to defend their pricing objectives by writing a Prenegotiation Memorandum, which is used by contracting professionals to obtain management approval to enter negotiations, and to document the contract file both before and after the negotiation sessions. This course begins with an in-depth review of the market research process and provides instruction to help students understand and analyze contractor pricing strategies. Students will learn to accomplish Net Present Value analysis, Cost-Volume-Profit analysis, calculate contribution margin estimates and develop cost estimating relationships in order to accomplish an effective price analysis pursuant to FAR Subpart 15.4. **Prerequisite:** GCON 5100.

## Recent Approval Letter



**MHEC**

Creating a state of achievement

14193

Lawrence J. Hogan, Jr.  
Governor

Boyd K. Rutherford  
Lt. Governor

Anwer Hasan  
Chairperson

Jennie C. Hunter-Cevera  
Acting Secretary

March 9, 2015

Julian Schuster, Ph.D.  
Provost and Senior Vice President  
Webster University  
470 East Lockwood Avenue  
St. Louis, MO 63119

Dear Provost Schuster:

The Maryland Higher Education Commission has received a renewal application from Webster University to continue its offerings at Andrews Air Force Base in Maryland. I am pleased to inform you that Webster University is authorized to offer the programs as listed below until August 31, 2019.

Approved programs:

- Certificate in Government Contracting
- Master of Arts (M.A.) in International Relations
- Master of Arts (M.A.) in Procurement and Acquisitions Management
- Master of Business Administration (M.B.A.)

An electronic renewal form and the regulations for out-of-state institutions are available on the Commission's website under "Academic Approval Process" at [www.mhec.state.md.us](http://www.mhec.state.md.us). In order to operate at the approved locations after the stated expiration date, the renewal application should be completed and submitted to this office no later than five months before the institution proposes to commence operation for the academic year 2019-2020. If applicable, the use of VA benefits for these programs should be coordinated through Ms. Trish Gordon-McCown, Veterans Affairs Coordinator. She can be reached at 410-767-3098.

Please keep us informed of any changes contemplated in your offerings in Maryland. We look forward to continuing the cooperative relationship developed between your institution and the Maryland Higher Education Commission.

Sincerely,

Jennie C. Hunter-Cevera, Ph.D.  
Acting Secretary of Higher Education

JCHC:SAB:nl

C: Mr. Sean Coleman, Regional Director, Webster University