

Master of Science in Management and Leadership Degree

36 semester hours are required to including the following:

- Completion of a minimum of 30 semester hours of graduate work at Montreat College (a maximum of 6 credits may be transferred from a regionally accredited institution)
- A cumulative grade point average of 3.0
 - If at any time a student receives a grade below a *B-*, the student must retake that course. All graduate-level courses must be passed with a minimum grade of *B-*.
 - If at any time a student receives a grade below a *B-*, the student must meet with his/her program director and/or advisor.
- Completion of graduate course work within five years of the date of admission into the MSML program
- Successful completion of a business consulting project
- Payment of all tuition and fees
- Approval of the faculty

If students take a full-time load each term, they should complete this program in 3 years or 6 terms.

Course	Title	Hrs.	Wks.
BS 510	Foundations of Leadership and Communication	3	8
ML 506	Personal Leadership Development: Theory and Practice	3	8
ML 511	Data-Driven Decision-Making	3	8
ML 524	Accounting and Financial Skills for Leadership	3	8
ML 530	Creating, Leading, and Managing Highly Effective Teams	3	8
BS 531	Ethics, law, and the Global Business Landscape	3	8
ML 540	Marketing Strategies for Managers and Leaders	3	8
ML 543	Developing and Implementing Strategy	3	8
ML 560	Strategic Human Resources Management	3	8
ML 575	Leadership, Management, and Organizational Behavior	3	8
ML 579	Entrepreneurship and Innovation	3	8
ML 591	Managing on the Edge of Chaos	3	8
TOTAL		36	96

BUSINESS ADMINISTRATION (BS)

BS 510 Foundations of Leadership and Communication

This course introduces students to business graduate studies at Montreat College and elaborates on the foundational skills required for leaders. Topics covered include: character development, ethics, stewardship, critical thinking techniques, self-management skills, communication skills, and collaborative learning. (3 credits, 8 weeks)

BS 531 Ethics, Law and the Global Business Landscape (Shared With MBA)

This course is a survey of legal and ethical issues facing management in complex global business situations. Legal and ethical questions are addressed in a case study method. Traditional ethical theories are studied and applied to contemporary global business issues. This includes the nature, formation, and system of law in the United States, and how it relates to international business. Additionally, personal and group ethics will be explored through projects and exercises, for the purpose of character formation. (3 credits, 8 weeks)

MANAGEMENT AND LEADERSHIP (ML)

ML 506 Personal Leadership Development: Theory and Practice

This course explores leadership traits, styles, roles, and responsibilities of successful leaders over the course of history. This course provides exercises designed to identify students' individual strengths and weaknesses with the goal of greater self-awareness and personal development. Additionally, students will apply leadership principles in their own lives and critically reflect on the leadership styles they exhibit. (3 credits, 8 weeks)

ML 511 Data-Driven Decision-Making

This course focuses on using data and developing models for real-world decision-making. This includes understanding topics such as probability and risk, reading charts and graphs, as well as understanding behavioral aspects that affect decision-making, such as heuristics. Students will participate in decision-making exercises, as well review real-life case studies in decision-making. (3 credits, 8 weeks)

ML 524 Accounting and Financial Skills for Leadership

This course seeks to provide students with an understanding of the basic skills in Accounting and Finance necessary to the business leader. Topics include financial statements, financial statement analysis, budgeting, and time value of money. (3 credits, 8 weeks)

ML 530 Creating, Leading, and Managing Highly Effective Teams

This course focuses on the nature of group work and the attributes of highly effective teams. Team formation, team roles, teambuilding, and leading high-performance teams will be practiced through group projects. Pulling from social sciences, human resources development, and psychology, students will be challenged to explore leadership, management, and organizational design principles from multiple perspectives. (3 credits, 8 weeks)

ML 540 Marketing Strategies for Managers and Leaders

This course is an integrated approach to planning and implementing marketing strategies and tactics from a management perspective with an emphasis on the discipline of maintaining customer focus in highly diverse local and global markets. The course covers the review of marketing principles by which products and services are designed to meet customer needs and priced, promoted, and distributed to the end users. The course also examines the theory and application of internet marketing. (3 credits, 8 weeks)

ML 543 Developing and Implementing Strategy

This course prepares students to lead strategy development and implementation through the strategic planning process. Competition and competitive advantage will be investigated, using Porter's 5 Forces model. Also, case studies, examples, and exercises will be used to help students understand the essence of good strategy and to be able to lead positive strategic change in both for-profit and non-profit organizations. (3 credits, 8 weeks)

ML 560 Strategic Human Resources Management

This course explores critical issues in human resources strategy, leading and developing the organization's most important assets and developing and keeping people. Students will research organizational learning, employee motivation, employee assessment, methods for identifying and developing leaders, succession planning, and current topics in HR management. (3 credits, 8 weeks)

ML 575 Leadership, Management, and Organizational Behavior

Drawn from the behavioral and social sciences, this course examines leadership theories and management issues as they relate to organizational behavior. Students will compare and contrast leadership and management behaviors, assess theories of motivation, and write papers on topics such as organizational culture, intercultural diversity, knowledge management, team and group dynamics, and office politics, other organizational issues influencing management decisions. (3 credits, 8 weeks)

ML 579 Entrepreneurship and Innovation

This course focuses on developing innovation and creativity as key competencies related to entrepreneurship. New mental models and processes will be employed, teaching students to think differently and identify the opportunities that are all around them. Product development and problem solving will be taught through the use of exercises, games, and business case review. (3 credits, 8 weeks)

ML 591 Managing on the Edge of Chaos

This course investigates the nature of variability and probability in systems. Process development, system design, and quality thinking will be studied from a "classical" perspective, before plunging into the science of non-linear systems, emergence, and complexity theory. Leadership and management will be reviewed in regard to systems existing on "the edge of chaos" between order and disorder. *Pre-requisites: All other courses in MSML program.* (3 credits, 8 weeks)

MSML to MBA

Students who have earned a Master of Science degree in Management and Leadership at Montreat College have the option to complete an accelerated Master of Business Administration degree following the admissions process for the MBA.

21 semester hours are required including the following:

- A cumulative grade point average of 3.0
- If at any time a student receives a grade below a *B-*, the student must retake that course. All graduate-level courses must be passed with a minimum grade of *B-*.
- If at any time a student receives a grade below a *B-*, the student must meet with his/her program director and/or advisor.
- Completion of graduate course work within five years of the date of admission into the MBA program
- Successful completion of a business consulting project
- Payment of all tuition and fees
- Approval of the faculty

Prerequisites for MBA:

- BS 552 requires a prerequisite of BS 354 Economics or the equivalent of micro and macroeconomics courses.
- BS 550 requires a prerequisite of BS 422 Finance.
- BS 537 requires a prerequisite of MT 122 Statistics, BS 314, or equivalent.
- BS 570 requires a prerequisite of BS 352 Financial Accounting Issues or equivalent.
- Review other options for meeting prerequisites under original MBA admissions requirements sections.

Master of Business Administration (MBA) Courses

(Secondary to MSML Courses)

Course	Title	Hrs.	Wks.
BS 537*	Quantitative Methods and Data Analytics	3	8
BS 546	Quality Operations Management	3	8
BS 550*	Financial Management Practices	3	8
BS 552*	Applied Economics for Decision-Making	3	8
BS 570*	Advanced Managerial Accounting	3	8
BS 582	Strategic Planning and Competitive Analysis	3	8
TOTAL		25	64

*requires a prerequisite; see above **not required if completed in MSML

BUSINESS ADMINISTRATION (BS)

BS 537 Quantitative Methods and Data Analytics

This course is designed to provide the graduate student in business with the skills to apply the techniques of quantitative analysis to various types of organizational decision-making situations. Quantitative methods will be used to gain a greater understanding of causation correlation, probability, and risk.

BS 546 Quality Operations Management

This course prepares students to develop and manage organizational processes and systems. This includes a focus on leading quality management through frameworks such as Lean, Six Sigma, and Total Quality Management (TQM). Students will apply quantitative methods, critical thinking, and communication skills as they learn to identify and reduce waste in order to make business operations more efficient and more effective. (3 credits, 8 weeks)

BS 550 Financial Management Practices

This course is designed to provide students with financial decision-making skills by examining in detail the relationships between financial markets and institutions. Issues related to liquidity, risk management, receivables, payables, cash flow, and capital budgeting are explored. Selected topics in capital valuations, mergers, takeovers, and reorganizations are evaluated. *Prerequisite: BS 422 Issues in Corporate Finance, ML 524 Accounting and Financial Skills for Leadership, or the equivalent.* (3 credits, 8 weeks)

BS 552 Applied Economics for Decision-Making

This course focuses on economic models and data analysis for real-world decision-making. Intelligent business decision-making requires understanding of economic theories, the ability to assess risk, and the incorporation of multiple types of information. These skills be will be taught through practical methods, such as case studies, exercises, simulations, games, and role-playing. (3 credits, 8 weeks)

BS 570 Advanced Managerial Accounting

This course examines accounting information from a managerial perspective. Accounting procedures and practices, which include cost/volume/profit analysis, capital expenditure planning, and financial and capital budgeting, as well as project planning and control will be examined. Practical application will be the focus of study. Use of spreadsheet applications will be encouraged. *Prerequisite: BS 352 Financial Accounting or the equivalent.* (3 credits, 8 weeks)

BS 582 Strategic Planning and Competitive Analysis (Capstone)

This course is designed to train students in strategy development, planning, implementation, and measurement. Multiple schools of thought on strategy are examined, with an emphasis on strategic planning, taught through case studies, examples, and exercises. Includes capstone project. (3 credits, 8 weeks)