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2018

# M.B.A. with a Concentration in Process Improvement 2018-2019

Nova Southeastern University

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## M.B.A. With A Concentration in Process Improvement 2018-2019

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### HEALTHCARE APPLICATIONS OF PROCESS IMPROVEMENT

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An M.B.A. with a concentration in Process Improvement (PI) from the H. Wayne Huizenga College of Business and Entrepreneurship will prepare you to identify and analyze complex business processes, and develop innovative courses of action towards improving key business functions. Process Improvement applies to a broad range of products and services; and increased global competition ensures that professionals with experience in PI are in constant demand.

Process Improvement is a systematic approach to designing and improving upon key business processes in order to meet near- and long-term organizational performance goals (cost, schedule and/or quality) while promoting a proactive, supportive culture. Core aspects of applied PI include: operationally defining quality from the customers' perspective; ascertaining elements of value in processing work towards quality goals; measuring process inputs and outputs and understanding the cause and effect relationships between them; creating and testing improvement options prior to implementation; and sustaining process performance through ongoing feedback mechanisms.

The PI concentration is a hands-on degree and you will gain real experiences working real problems with real companies as you develop your skills. The PI concentration also prepares you to sit for three internationally recognized certifications: ASQ's Certified Six Sigma Black Belt, SME's Lean Bronze and PMI's Project Management Professional.

Come get involved with our ASQ Student Branch at [asqnova.org](http://asqnova.org)

#### Admissions Deadlines:

Winter I 2019: December 21, 2018  
Winter II 2019: March 4, 2019  
Summer 2019: April 22, 2019  
Fall I 2019: August 5, 2019  
Fall II 2019: October 7, 2019

#### Program Features

- M.B.A. core courses offered weeknights or during the day on the main campus and online. Process Improvement courses offered weeknights on the main campus and online.
- Program begins five times annually with starts in August, October, January, March, and May.

For more information about the program, please contact:

**The Office of Enrollment Services**  
(954) 262-5168  
1-800-672-7223 ext. 25168  
[hcbeinfo@nova.edu](mailto:hcbeinfo@nova.edu)

#### Curriculum Guide

Total Credits: 40-49

## **M.B.A. Core Courses (22-31 total credits)**

### **PROCESS IMPROVEMENT CONCENTRATION COURSES (18 TOTAL CREDITS)**

- SCM 5410    Supply Chain Management
- PIM 5450    Quality Management
- PIM 5455    Project Management
- PIM 5460    Process Improvement Methods
- PIM 5465    Process Improvement Practicum

XXX XXXX Open elective course in HCBE (excludes courses with ACT, CHS, PUB and TXX prefixes)

Current students: Please consult your Academic Advisor for program requirements or access SharkLink for your CAPP report. Program requirements are subject to change, and your Academic Advisor or CAPP report can provide you with the courses required for your catalog term.

## **M.B.A. Core Courses**

### **EACH OF THE FOLLOWING IS REQUIRED (22-31 TOTAL CREDITS)**

- ACT 5001    Introductory Accounting\*
- FIN 5008    Business Finance\*\*
- QNT 5000    Foundations of Business Statistics\*\*
- MGT 5001    Developing Academic and Career Success\*\*\*
- MGT 5105    Managing Organizational Behavior in a Dynamic and Complex World\*\*\*
- MKT 5125    Marketing Decisions for Managers
- FIN 5130    Financial Management
- ACT 5140    Accounting for Decision Makers
- ISM 5150    Information Systems Strategy and Data Management
- QNT 5160    Data Driven Decision Making
- MGT 5170    Applying Strategy for Managers

\* Course may be waived at the discretion of the department chair or designee. Waivers will only be considered when an equivalent course with a grade of C has been earned in the past 10 years

\*\* Waivers will only be considered when an equivalent course with a grade of B- has been earned in the past 5 years

\*\*\* Students must take MGT 5001 and MGT 5105 in their first term.

Current students: Please consult your Academic Advisor for program requirements or access SharkLink for your CAPP report. Program requirements are subject to change, and your Academic Advisor or CAPP report can provide you with the courses required for your catalog term.

## **Course Descriptions**

Full-Time professionals are available to discuss course content in greater detail with you. Simply contact your Admissions Manager at 800.672.7223 Ext. 25168 or use the Contact Us link.

### **ACT 5001** Introductory Accounting (3.00 cr.)

An accelerated introductory course stressing the essential elements of accounting skills that will be used in the master's degree program. Managerial uses of accounting data and preparation of financial statements will be covered in this course. Course satisfies program prerequisite of financial accounting for master's degree programs.

### **ACT 5140** Accounting for Decision Makers (3.00 cr.)

This course focuses on the various ways decision makers in all organizations can use accounting information. The focus is NOT to train students to produce accounting information. Rather, the focus is to train students to interpret, evaluate, and use accounting information. Accounting information can be used to support a variety of real world decisions, including evaluating an organization's financial position, planning future activities (short and long-term), motivating behavior, and evaluating performance. We will discuss both financial accounting (focusing on external users of accounting information) and managerial accounting (focusing on internal users of accounting information). We will also discuss the regulatory environment that governs financial accounting. We will discuss international accounting issues such as International Financial Reporting Standards (IFRS) and transfer prices. Prerequisites: ACT 5001 or equivalent and QNT 5000 or equivalent with grade of B- or better and no older than 5 years.

### **FIN 5008** Business Finance (3.00 cr.)

An accelerated introductory course stressing the essential elements of finance knowledge. Course satisfies program prerequisite of finance for master's degree programs. Financial management as it applies to organizations, time value of money concepts and applications, discounted cash flows and securities valuation will be covered in this course as well as preparation of financial statements and managerial uses of accounting data.

**FIN 5130** Financial Management (3.00 cr.)

Students will gain a working knowledge of financial management by learning to develop a systematic approach to financial analysis; to apply techniques for planning, forecasting, and managing; as well as to evaluate and recommend improvements in the organization's financial performance. Prerequisite Change: FIN 5008 or FINP 5008 or equivalent with a grade of B- or better. Prerequisite courses can be no older than 5 years

**ISM 5150** Information Systems Strategy and Data Management (3.00 cr.)

Information and communication technologies and their strategic application in business processes are essential components of today's global business environment. This course explores the use of information systems and data management in a business setting to build innovative business models and systems, optimize business processes, capture and leverage valuable data, and deploy strategies for creating competitive advantage. The implementation and use of these systems to build strategic partnerships and customer relationships are also discussed.

**MGT 5001** Developing Academic and Career Success (1.00 cr.)

This course focuses on preparing students for academic and career success. Topics include working effectively in teams, academic writing and research skills, networking, business ethics, social responsibility, sustainability and leadership qualities for effective performance in the work place. Through formal and informal interactions with faculty and business leaders, students will examine, explore and practice skills necessary to perform successfully in their academic and professional life.

**MGT 5105** Managing Organizational Behavior in a Dynamic and Complex World (3.00 cr.)

Students will gain a thorough understanding of individual, group and organizational behavior. Students will utilize this knowledge to build practical skills in leading individuals and teams to high performance. Through a variety of teaching methods, students will learn to diagnose their business environment, identify and analyze problems, and develop sound, creative and socially-responsible solutions to help their organizations thrive in a complex and uncertain world.

**MGT 5170** Applying Strategy for Managers (3.00 cr.)

Students will integrate knowledge across the fields studied in the MBA program and apply entrepreneurial and strategic practices to organizations of varying sizes. The goal is to create value for the organization and shareholders and ensure sustainable growth. Students will use critical thinking skills to formulate, implement and evaluate strategic decisions in a dynamic,

competitive, regulated, global environment. Throughout the course, students will apply strategic management concepts to real world and simulated situations and assess the effect on competitive advantage. Prerequisites: MGT 5105 or MGT 5020, and MKT 5125 or MKT 5070, and FIN 5130 or FIN 5080 or FIN 5970 or FIN 5805, and ACT 5140 or ACT 5060 or ACT 5809, and ISM 5150 or ISM 5085 or ISM 5014, and QNT 5160 or QNT 5040.

**MKT 5125** Marketing Decisions for Managers (3.00 cr.)

Students will gain a working knowledge of the decisions marketing managers make by learning to think strategically. Students will develop marketing plans aligning marketing decisions and strategies. Students will be able to implement marketing decisions to optimize customer and organizational value.

**QNT 5000** Foundations of Business Statistics (3.00 cr.)

This course covers collection, description, analysis, interpretation, and presentation of data to support business decision making. Probability distributions, central limit theorem, statistical inference for uni-variate data; correlation analysis and introduction to linear regression modeling and their application to real world business problems are discussed. The data analysis capabilities of Microsoft Excel are integrated throughout the course.

**QNT 5160** Data Driven Decision Making (3.00 cr.)

Data is rapidly becoming one of our most important and valuable business assets. This course covers the concepts and practices of decision-making with the application of analytical methods that can leverage the value of that data. Students will gain a working knowledge of various quantitative models and techniques such as simulation, queueing and forecasting. Emphasis will be given to decisions that must be made in a real world environment where the explicit consideration of risk and uncertainty is a critical factor. Decision-making applications will include operational areas such as capacity planning, demand management, and inventory control. Prerequisites: QNT 5000 or QNT 5002 with a grade of B- or better and FINP 5001 or FINP 5008 with a grade of B- or better. Prerequisite courses can be no older than 5 years.

## Course Descriptions

Full-Time professionals are available to discuss the M.B.A. with a Concentration in Process Improvement curriculum with you in greater detail. Simply call 800.672.7223 Ext. 25168 or contact our Enrollment Services Staff.

## COURSE DESCRIPTIONS

**PIM 5450** Quality Management (3.00 cr.)

This course develops a manager-level understanding of the concept of "quality" and its utility in today's world of business. Quality is necessary to understand the perceived value of goods and services both from an outcomes and process perspective. We use quality to understand, plan and assess the focus of our operations. In this class we cover quality theory and best practices, we immerse students in the process and application of problem analysis and develop their critical thinking skills along with communication skills and systems thinking using rigorous case analyses. Topics include: quality definition, quality management history, quality deployment strategies (lean, six sigma, theory of constraints), we explore some quality tools and we consider quality metrics. We include the cultural and environmental considerations both internal and external to the firm by including behavioral, management and leadership aspects and considerations based on industry sector (manufacturing, service, not for profit, government).

**PIM 5455** Project Management (3.00 cr.)

This course develops the manager's project management knowledge and skills for today's workplace. Topics covered guide the student on how to initiate, plan, execute, monitor, control and finally close out projects. Other management areas discussed include scope, time and cost, as well as interacting with stakeholders and the organization, eliciting customer requirements, team facilitation, communications, procurement, quality and risk management. The student development level for each topic is consistent with the PMI's CAPM and PMP certification requirements.

**PIM 5460** Process Improvement Methods (3.00 cr.)

This course develops the highly-leverageable knowledge and skills of process improvement methods for the process improvement leader. We build from a foundation of business statistics and train you in process assessment, improvement and sustainment. Topics include: Lean and Six Sigma and TOC concepts, theories and applications such as measurement systems' analysis, process capability, value stream mapping, waste analysis, 5S, Theory of Constraints, analysis of variance, FMEA, design of experiments, SPC and poka yoke. The student development level for each topic is consistent with the ASQ Black Belt certification requirements. Prerequisites: PIM 5450 and QNT 5160.

**PIM 5465** Process Improvement Practicum (3.00 cr.)

This course applies the foundations of process improvement through project work. Project work includes: quality deployment assessment, current state documentation and analysis, root cause assessment, generation and assessment of alternatives and their impact, implementation considerations, control/sustainment considerations. In addition, students apply modeling skills to account for uncertainties and variability of current and future state outcomes. Prerequisites: PIM 5450 or PIM 5005, PIM 5455 or PIM 5010, SCM 5410 or SCM 5830, PIM 5460 or PIM 5020, and QNT 5160 or QNT 5040. Note QNT 5160 may be taken currently with PIM 5465.

**SCM 5410** Supply Chain Management (3.00 cr.)

This course will serve as the knowledge base for the other courses in the Supply Chain Management concentration. Students from other concentration areas will be able to choose this course as an open elective in the MBA program. Supply Chain Management encompasses the planning and management of the flow of goods, money, and information throughout the extended supply chain and includes the core business processes of procurement, manufacturing, and logistics. Additionally, it includes the coordination and collaboration with exchange partners, domestically and globally, to obtain a competitive advantage. In this course, students will gain a working knowledge of core supply chain concepts, strategies, processes, tools, and technology. An introductory SAP Enterprise Resource Planning (ERP) simulation will be used to guide students through the business processes, enhancing decision making and problem solving using SAP ERP software.

**Prerequisite Courses**

The following prerequisite courses are built into the M.B.A. core curriculum.

**ACT 5001** Introductory Accounting\*

**FIN 5008** Business Finance\*\*



**QNT 5000** Foundations of Business Statistics\*\*

\* Course may be waived at the discretion of the department chair or designee. Waivers will only be considered when an equivalent course with a grade of C has been earned in the past 10 years

\*\* Waivers will only be considered when an equivalent course with a grade of B- has been earned in the past 5 years

Students have two options for satisfying a program prerequisite course:

Complete course(s) offered by the H. Wayne Huizenga College of Business and Entrepreneurship;

Complete a proficiency examination administered by a testing organization that has national recognition, such as CLEP and DANTES. Students selecting this option must complete the requirements within their first two semesters with HCBE. After the second semester, courses must be completed with HCBE. Official transcripts must be received by the office of Academic Advising one week prior to students seeking to register for courses requiring the prerequisite requirement.