Discover what others already know, see the evidence of Northwest’s commitment to quality graduate education. Northwest welcomes individuals who are committed to pursuing challenging goals to become part of our program, and in doing so, prepare themselves for tomorrow’s realities. You are invited to experience firsthand the advantages others have already encountered. We look forward to seeing you.
An Invitation from the Dean

One of the biggest advantages you’ll have when participating in Northwest’s MBA program is the depth and breadth of business skills and knowledge you’ll acquire for application in a wide variety of organizations.

You are cordially invited to join us if you are interested in classes with small enrollments where faculty and students work together to foster a nurturing learning environment rather than a competitive one.

The Northwest MBA program gives you an opportunity to become a business leader by developing the necessary skills for future organizational or entrepreneurial success.

A full-time program is offered each trimester on the campus of Northwest Missouri State University. This program is designed in such a way that you can complete it within one calendar year when all prerequisites have been met.

We offer programs at the St. Joseph Center and Kansas City Center in Liberty. Both the Kansas City Center and St. Joseph Center programs can be entered at any time. Both of these programs take approximately 18 months to complete. An online program is offered in cooperation with Missouri Southern State University. The online program will take approximately two years to complete.

Please read about our MBA programs within, and if you have other specific questions, please contact me by email or at 660.562.1277. I look forward to hearing from you.

Sincerely,

Gregory Haddock, Acting Dean
Melvin D. and Valorie G. Booth College of Business and Professional Studies
Northwest’s MBA Degree

A master’s degree in Business Administration involves the study of management – that is, the process of organizing and directing resources, which includes people, finances, materials and information. Managers must not only understand these functions and their interrelationships, but also how a rapidly changing marketplace affects them. As described by the Graduate Management Admissions Council, “the modern manager is part forecaster, part problem-solver, part supervisor, and part personal example to others.” Northwest’s MBA program will help you prepare for the challenges you will face in the new millennium.

Northwest’s MBA program gives you an opportunity to be a business leader by developing skills in ethical decision making, financial planning, quantitative analysis, policy formulation and interpersonal relationships, as well as an understanding of the emerging global economy. The program focuses on developing business foundations and then applying this background to business problems in functional areas. You will discover how management skills are applied in achieving business and organizational goals. By learning how to recognize and solve operational problems, the MBA graduate obtains the maximum flexibility vital in today’s dynamic society and multinational environment.

Northwest’s MBA program, accredited by the Accreditation Council for Business Schools and Programs, offers a comprehensive and innovative curriculum that is continuously reviewed to ensure that our mission reflects the changing responsibilities of business leaders, especially within the global context the nation increasingly faces. Preparing future business leaders requires novel and imaginative responses along with a commitment to continual quality improvement. Leading quality experts selected Northwest as a recipient of the Missouri Quality Award in 1997, 2001, 2005 and 2008, an award modeled after the prestigious Malcolm Baldrige National Quality Award, so you can be assured Northwest is committed to delivering quality.

Northwest’s graduate courses build upon traditional theory by combining contemporary insights with classical content-based learning. For example, recent students have visited companies for hands-on learning about internal operations, engaged in question and answer sessions with senior level managers, developed extensive portfolios of current business topics, performed in-depth analyses of individual companies/industries and participated in focus group research for non-profit organizations.

For those with an undergraduate business degree, the MBA can be completed in as short a time as 12 months. For non-business undergraduate degrees, the program takes approximately two years as a full-time student.

Specialize in your area of interest:
- General MBA
- IT Management Emphasis
- Agricultural Economics Emphasis
Why Should You Get an MBA at Northwest?

Students Are Our Priority
Northwest has a teaching emphasis that, combined with small classes, makes our students’ education the priority. Northwest has a dedicated faculty who take a personal interest in the growth, development and ultimate success of each student. Our goal is quality classroom instruction. With an average MBA class size of 19, students receive the individualized attention needed to enhance learning. Professors are knowledgeable and truly care about the success of each individual. Northwest students are recognized on a first-name basis as professors and students become a part of the same team, with the common goal of applying superior knowledge to real-life situations. Interaction commonly occurs beyond class meeting times and faculty are available to help.

Personal and Professional Opportunities
With an MBA you can aim for a more fulfilling career. Although the MBA is not a guaranteed ticket to success, it can provide access to many personal and professional opportunities and can help you achieve greater responsibility, more job satisfaction, higher visibility, enhanced mobility, and expanded advancement opportunities. And, as indicated in the National Association of Colleges and Employers’ most recent survey, an MBA can also bring about higher earnings.

Networking Opportunities
At Northwest, a friendly atmosphere encourages quality interaction among all students and faculty. Small class sizes not only allow everyone to be recognized, but also allow students to develop a sense of commitment to the education of their peers. At Northwest, relationships go beyond a one-class acquaintance. And with approximately one-half of Northwest’s MBA candidates pursuing degrees part-time while employed, many bring with them work experience and a network of business contacts.

Access to Technology
Technology is the heart of the Northwest campus. Northwest provides each full-time student a laptop computer for their use. Northwest’s professors are supported by notebook computers and fully-equipped electronic classrooms. Accordingly, Northwest’s primary business building, Colden Hall, includes multimedia presentation rooms.

Computer applications and extensive use of technology are integrated throughout the graduate curriculum. Among other applications, MBA students should expect to participate in simulations, spreadsheet use, and quantitative analyses using the latest technology and business software available. Northwest’s commitment to technology helps distinguish its MBA graduates in the profile of current MBA class

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<tr>
<td>Age Range</td>
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<td>Average Age</td>
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</tr>
<tr>
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<tr>
<td>International Students</td>
<td>18%</td>
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workplace. Such a commitment enhances your ability to learn while making you more valuable to potential employers.

A Flexible Degree Demanded by Today’s Organizations

Earning an MBA gives you one of the most flexible degrees available. Northwest’s MBA prepares you for leadership in for-profit, not-for-profit and government organizations, in independent businesses and in your own community. It gives you, as a future manager, the knowledge, concepts and skills to direct resources to meet specific organizational needs. One reason Northwest MBA graduates enjoy employment with major corporations, governmental agencies and many smaller organizations is that the Northwest MBA gives you practical knowledge and instruction that is second to none. Corporations of all sizes and from all parts of the country regularly employ Northwest MBA graduates.

Value

A recent census of MBA students found the value of Northwest’s MBA was one of its major strengths. In fact, it is easy to recognize the value of a Northwest MBA. Northwest’s emphasis on quality instruction makes students the priority. MBA students are able to increase both personal and professional opportunities, form networks with peers and faculty, access leading-edge technology and earn a degree demanded by today’s organizations. All of this, combined with Northwest’s reasonable tuition, adds up to value. For a successful future in the world of business, there’s no better choice than the Northwest MBA.

“I have worked for the city of Joplin for 22 years and have served as fire chief for the last two years. Receiving my MBA through Northwest Missouri State University has provided me with instant credibility with other city leaders, both local and in other locations. They understand the level of work and commitment needed to complete a MBA program and the added value which graduates can offer their jurisdictions. The best part about the Northwest MBA program was the flexible nature of the online course work and the understanding that several of the students work full time demanding jobs. From the admissions staff to the professors to the graduate school personnel, the staff at Northwest has been beyond comparison and exceptionally helpful. If I had questions on an assignment or test, my professors were always available and eager to help me understand and master the subject matter at hand. Additionally, after the tornado that destroyed 1/3 of Joplin including two of my fire stations and my own home, the staff from Northwest’s graduate office contacted me about my classes and graduation status. Later that year as Joplin was rebuilding, one of my professors actually stopped in and visited while performing volunteer work here in Joplin. ”

Mitchell Randles
Obtaining an MBA was one of the smartest things I have ever done. It laid the foundation for my career by providing me with the necessary skills to compete in today’s job market. The teamwork and analytical skills I gained while completing my MBA at Northwest more than prepared me for the team environment I work in every day as an auditor at Commerce Bank.”

Sarah Strough
Staff Auditor, Commerce Bank
Kansas City, Mo.

Northwest graduates are working at ...
How Do I Get Started?

Admission Requirements
To be accepted for admission to graduate study at Northwest, you should have a baccalaureate degree from an accredited American university or college. You must also complete an application for graduate admission and return it to the Graduate Office or Admissions. And you must send official transcripts from each accredited institution you have attended to Northwest’s Graduate Office, 800 University Drive, Maryville, MO 64468. You can obtain an application online at www.nwmissouri.edu/graduate or contact the Graduate Office at 660.562.1144.

Admission to the MBA program is granted by the Booth College of Business and Professional Studies. To be admitted to the MBA program, students must meet the following criteria:

- A cumulative undergraduate GPA of 2.50 or higher on a 4.00 scale.
- A satisfactory score on a graduate admissions test (GMAT or GRE).

GMAT: The formula, 200 times the overall undergraduate GPA plus the GMAT score equal to 950 or above, will be used to calculate the score. Students must meet this requirement, but with no lower a GMAT score than 440.

GRE: The formula, 200 times undergraduate GPA plus combined GRE score must be equal to or greater than 785, with a minimum of 143 on the verbal score and 142 on the quantitative score.

- The Analytical Writing Assessment administered as part of the GMAT or GRE examination will be used to determine the need of an applicant for any additional work in writing. Any student who scores 3.0 or lower on the writing assessment portion of the examination will be required to complete 10-110 Introduction to College Writing the first trimester of enrollment. A grade of “C” or better in this class will satisfy the writing sample requirement.

GMAT/GRE Waiver
MBA program applicants who took the Major Field Test (MFT) at their undergraduate institution and scored at or above the 70th percentile may have the GMAT/GRE requirement waived. In order to apply for this waiver, the applicant must submit documentation from his or her undergraduate institution that verifies (a) the date the applicant took the MFT; (b) the applicant’s numerical score on the MFT; and (c) the corresponding percentile rank. This documentation should be in the form of a letter, on the letterhead of the applicant’s undergraduate institution, and signed by an officer (dean or chair) of that institution. Documentation will be necessary at the time of application to the MBA program.

MBA program applicants who completed a graduate degree at an institution that is accredited by the appropriate regional accrediting agency in the United States, or an institution that meets accepted accreditation standards in other countries may have the GMAT/GRE requirement waived.

The GMAT/GRE requirement will also be waived for applicants with significant current or former military leadership experience in any branch of the United States Armed Forces. For enlisted personnel, the grade of E-6 and higher will waive this requirement. All warrant officers and commissioned officers CW3 or O3 and higher qualify for this waiver. Documentation will be necessary at the time of application to the MBA program.

MBA program applicants with a minimum of five years of successful managerial experience may have the GMAT/GRE requirement waived. Students must submit a request including a data sheet indicating managerial positions held and a description of responsibilities in each position. A letter of reference should accompany the data sheet from each immediate supervisor, addressing the job responsibilities of each position. The MBA graduate faculty will consider each petition and determine whether to accept it. Documentation should include such specifics as number of people supervised and fiscal/budgetary responsibilities.

Admission may be granted to a limited number of students who show high promise for success but do not meet the above standards. A minimum of five years of successful managerial experience may be considered in lieu of the GPA for these students.

Admission deadlines
If you wish to be considered for admission to the MBA program, send your application for admission to the Northwest Graduate Office.

Trimester Deadlines:
Fall – July 1
Spring – December 1
Summer – May 1

Transfer Students
If you have already completed graduate courses toward an MBA degree at another institution, you may transfer some of those hours to Northwest toward your degree here, with approval from the MBA faculty. Only students who are in good standing as graduate students at a regionally or nationally accredited institution are eligible to apply as graduate transfer students. A student may transfer no more than nine semester hours of graduate credit, from no more than four courses, into the MBA program at Northwest. Acceptance of the transfer courses is conditional on applicability to the MBA program.
The student must contact the dean’s office and forward a copy of the syllabus of the course. The MBA faculty who teach in that discipline will evaluate the course to determine applicability to the program. Once a determination has been made, the student will be notified by the dean’s office, which will also notify the Graduate Office of the transfer.

The student must submit an official transcript from the institution transferring the coursework. Only work evaluated at “B” or above is acceptable for transfer credit. Transfer credit applied toward the degree may not be older than eight years. No transfer credit will be accepted for courses taken by correspondence. Credit completed at any institution as part of an advanced degree from that institution is not acceptable for transfer toward a different master’s degree at Northwest.

International Admission

Before deciding to attend Northwest, the international student should examine his or her financial situation very carefully. The U.S. Immigration and Naturalization Service requires Northwest to certify that international students have been fully accepted in a graduate master’s program for full-time enrollment (degree seeking) and have sufficient funds to meet all expenses, including tuition, housing, transportation. Northwest requires a Statement of Support from the student’s family, sponsor or government. The statement certifies that tuition, room and board, and personal funds are available, and that the student is permitted to export and exchange those funds. Without this certification, no I-20 form can be issued.

International students must also carry adequate medical insurance. Northwest offers an insurance plan if students do not have their own insurance, or there are other insurance agents in Maryville.

New International Students

International students must meet all admission requirements as described in “Admission Requirements” and must have a baccalaureate degree from an approved four-year university or college. In addition, to be fully admitted to Northwest, students must submit the following items to the Northwest Office of Admissions.

- International Application, including supplemental and financial information which requires sponsor signature and notary seal.
- Official academic transcripts from each secondary and post-secondary institution attended. Partial transcripts will be accepted if the student is currently enrolled in a college or university.
- Official GMAT or GRE general test scores.
- Application fee in U.S. dollars.
- Official Test of English as a Foreign Language (TOEFL) scores. If the student’s secondary education was obtained from a non-English-speaking school, he or she is required to meet the minimum score of 550 with paper and pencil (213 by computer) for graduate students.
- International students who received a minimum score of 6.5 on the International English Language Testing System (IELTS) may substitute this score for the TOEFL.

International student admission deadlines

Trimester Deadlines:
Fall – June 1
Spring – November 1
Summer – April 1

国际学生必须联系教务处并转发课程的课程大纲。MBA 教授会根据该学科评估课程，以确定课程是否适合该程序。一旦确定，学生将由教务处通知，教务处也将通知研究生办公室有关转学的情况。

学生必须提交来自转移课程的学院的官方成绩单。只有在“B”或以上级别评估的工作才可接受转移学分。转移学分用于学位时不应超过八岁。不接受通过函授课程获得的学分。在该机构获得的任何高级学位均不接受转移西北的学士学位。

国际招生

在决定就读西北大学之前，国际学生应非常仔细地考虑其财政状况。美国移民和归化局要求西北大学在确保国际学生已被完全接受到研究生硕士项目中时，提供毕业（学位寻求）和拥有足够资金支付所有费用，包括学费、住宿和交通。西北大学需要一份来自学生及其家庭、赞助人或政府的声明。该声明证明了学费、食宿和私人资金的存在，学生有权出口和兑换这些资金。没有此声明，无法办理 I-20 表。

国际学生还必须携带适当医疗保险。西北大学提供保险计划，如果学生没有自己的保险，或者有其他医疗保险代理机构在玛丽维尔。

新国际学生

国际学生必须满足所有入学要求，如“入学要求”部分所述，并且必须获得四年制大学或学院的学士学位。此外，要被西北大学完全录取，学生必须向西北大学招生办公室提交以下项目。

- 国际申请，包括补充分析和财务信息，需有赞助人签名和公证印章。
- 每所中学和大学的官方成绩单。如果学生目前在大学或学院注册，则接受部分成绩单。
- 官方 GMAT 或 GRE 一般考试成绩。
- 申请费以美元计。
- 官方英语（TOEFL）考试分数。如果学生的中学教育是非英语国家的学校，他或她需要达到最低分数 550 分（计算机 213 分）。
- 国际学生如果获得了 6.5 分的 IELTS 分数，可以代替 TOEFL 分数。

国际学生入学截止日期

学期截止日期：
秋季 – 6 月 1 日
春季 – 11 月 1 日
夏季 – 4 月 1 日

九成的 MBA 学生会推荐西北大学的 MBA 给朋友。
I have been with Citi Group for eight years. After receiving my MBA from Northwest Missouri State University in the spring of 2012, I was promoted to senior analyst in client experience at the Kansas City Regional Center. The knowledge I gained from courses such as Information Technology Management and Evolution of Quality tremendously help me in my current position. I liked the convenient location of the Northwest Kansas City Center, the flexible class schedule, the online/in class hybrid course structure, the thought provoking in class discussions and the well-experienced professors who taught the classes. I would highly recommend the Northwest Missouri State University MBA program as it is cost efficient, in a convenient location, run by proficient staff and the course structure gears student to face challenges in the business world.

Raj Gunasekera
Satellite Programs

To meet increasing student demand, Northwest has initiated new opportunities for you to complete your MBA degree. An online MBA program and centers in two metropolitan areas offer you the convenience of being able to complete your entire program in a short period of time while pursuing your career or raising your family.

If you live in the Kansas City or St. Joseph area, you may complete your MBA through Northwest at one of our satellite centers in those cities.

Enjoy the convenience of taking classes while working full-time. Blended classes combine online and face-to-face instruction, allowing you to spend more time at home while completing coursework. Classes are taught one at a time, each meeting once a week for a six-week period. The first, third and fifth classes meet Saturdays from 9 a.m. to 5 p.m., while the second, fourth and sixth class periods meet Thursday evenings from 6-10 p.m. The best part of it is that you can complete your MBA in just 18 months!

Two courses are offered each fall and spring trimester, allowing you the opportunity to drop in to visit with our staff about these unique programs. Currently only the general MBA program is offered in this format.

PLEASE NOTE: When you have been accepted into one of the satellite programs and registered for class, all official email correspondence will take place via your Northwest email account. You will receive information about how to set up your Northwest email account from the Graduate Office in your acceptance packet.

ALSO NOTE: Students who register for classes online or at either the Kansas City or St. Joseph Centers should be enrolled in those courses no later than two weeks before the term in which that course is offered begins.

Kansas City Center

The Kansas City Center is located at 8 Victory Lane in Liberty. Contact Colleen Lainhart at 816.736.6600 or nwkc@nwmissouri.edu for more information.

Students may join the program at the Kansas City Center in fall, spring or summer trimesters.

**Proposed Schedule of Courses at Kansas City Center**

<table>
<thead>
<tr>
<th>Semester</th>
<th>Courses Offered</th>
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<tbody>
<tr>
<td>Summer 2013</td>
<td>Evolution of Quality Management</td>
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<tr>
<td></td>
<td>Information Technology Management</td>
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<td></td>
<td>Financial Management</td>
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<tr>
<td>Fall 2013</td>
<td>Organizational Behavior Project Management</td>
</tr>
<tr>
<td>Spring 2014</td>
<td>Managerial Accounting</td>
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<tr>
<td></td>
<td>Macroeconomics for Business Management</td>
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<tr>
<td>Summer 2014</td>
<td>Advanced Human Resource Management</td>
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<tr>
<td></td>
<td>Strategic Marketing</td>
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<tr>
<td></td>
<td>International Business</td>
</tr>
</tbody>
</table>

All course schedules are tentative and subject to change. Please check CatPAWS to verify course offerings.

*Executive Seminar is offered online each term.*
St. Joseph Center

The St. Joseph area is served by Northwest’s St. Joseph Center, located at 3500 N. Village Dr. Contact Matt Whipple at 816.364.500 or stjoe@nwmissouri.edu for more information.

Students may join the St. Joseph program in fall, spring or summer trimesters.

**Proposed Schedule of Courses at St. Joseph Center**

**Summer 2013**
- Macroeconomics for Business Managers
- Legal and Ethical Aspects of Business
- E-Commerce and Data Management Management

**Fall 2013**
- International Business
- Strategic Marketing

**Spring 2014**
- Advanced Human Resource Management
- Financial Management

**Summer 2014**
- Information Technology Management
- Managerial Accounting
- Organizational Behavior

All course schedules are tentative and subject to change.

Please check CatPAWS to verify course offerings.

Executive Seminar is offered online each term.

The MBA Online

Northwest offers an online MBA program in cooperation with Missouri Southern State University. Academically and professionally qualified faculty from both universities teach courses in this distance program. This master’s program is designed to be completed in two years, and offers you the convenience of completing your degree at any location.

The program is open to anyone with a bachelor’s degree.

Four courses will be offered each fall, spring and summer term, allowing students flexibility in scheduling. Students may apply to enter the program during any session.

Graduates will receive a general MBA degree that lists both Northwest Missouri State University and Missouri Southern State University on the diploma.

Please see our website at www.nwmissouri.edu/graduate/mba

**Proposed Schedule of Online Courses**

**Each Spring**
- Macroeconomics for Business Managers
- Organizational Behavior
- Strategic Marketing
- Financial Management
- Executive Seminar

**Each Fall**
- Information Technology Management
- International Business
- Advanced Human Resource Management
- Investments
- Executive Seminar

**Each Summer**
- Executive Seminar
- Managerial Accounting
- Continuous Quality Improvement
- One elective to be determined

All course schedules are tentative and subject to change.

Please check CatPAWS to verify course offerings.

“At Northwest you are a person and your teachers honestly care about you and your success - not just in their programs but in life overall. The “real-life” examples incorporated as part of the curriculum by the professors brought theories and rules to life in my accounting classes, which are important when you are discussing taxes and the consolidation of financial statements!

The overall environment at Northwest helped me develop into the person I am today. I credit the challenging educational experiences for fostering a young professional that travels all over the country auditing a variety of different clients for my company. Personally, I credit my time at Northwest for both mentors and life-long friends. What I ended up with today is so much more than an education and degrees with a solid reputation. It is friends, memories and an experience that I will treasure for my lifetime.

Attending Northwest was one of the best decisions, both personally and professionally, that I have ever made!

Malea G. Yount
Senior Auditor
McBride, Lock & Associates

94% of current MBA students consider the Northwest program a great value.
General MBA Program

Prerequisites

- 51-201 Accounting I ..............................................3
- 51-202 Accounting II ...........................................3
- 52-150 General Economics I ................................3
- 52-151 General Economics II ................................3
- 53-324 Fundamentals of Business Finance ..............3
- 54-313 Principles of Management ...........................3
- 55-330 Principles of Marketing ...............................3
- Total Prerequisites ..................................................21

If your undergraduate degree is in business, you probably meet these prerequisites and can complete the Northwest MBA program with 33 graduate hours. If your undergraduate degree is not in the business field, you may take the prerequisite hours at any accredited four-year institution, then complete the MBA program with 33 graduate hours.

An alternative to the seven prerequisite courses listed above has been developed by Northwest faculty for students who do not have a degree in one of the business disciplines but who wish to pursue the MBA. MBA Business Foundation (54-201) is a foundation course to prepare non-business students to meet the prerequisites to enter Northwest’s MBA program by providing instruction in accounting, economics, finance, management and marketing. The nine-hour course does not fulfill any requirement for any undergraduate business major or minor. This course is offered online only, during the summer trimester. A student who wishes to pursue this course rather that the 21 hours of prerequisite courses should speak with an advisor before registration.

Under ACBSP accreditation standards, graduate students pursuing MBA degrees must complete at least 30 hours in courses reserved exclusively for graduate students (that is, 600-level courses) and that cover material beyond that contained in the undergraduate Common Professional Component (CPC) courses. (See the Northwest Undergraduate Academic Catalog for a list of CPC courses.) The Northwest MBA degree requires 33 hours. Thus, graduate students may take up to three hours of approved electives at the 500 level. Students who are advised that they must complete or supersede a prerequisite must earn a grade of “B” or above in those prerequisite courses.

However, MBA students who did not complete international business at the undergraduate level are required to take the graduate International Business (55-631) course. They must count this course for these three hours and cannot count any 500-level coursework toward MBA degree requirements.

Graduate Course Requirements

Candidates who choose the general MBA program must complete the following required courses if all prerequisite courses have been completed:

- 44-623 Information Technology Management .............3
- 51-646 Managerial Accounting ...............................3
- 52-654 Managerial Economics OR
  52-651 Macroeconomics for Business Managers ........3
- 53-621 Financial Management ...............................3
- 54-616 Organizational Behavior in Administration .........3
- 54-618 Executive Seminar ....................................3
- 55-630 Strategic Marketing ....................................3

The student who chooses the general MBA option will complete seven required courses and four elective courses to comprise 33 total hours of graduate credit. Some students may be required to take prerequisite business courses prior to admittance into the program. Additionally, all candidates are required to complete a research component and take a comprehensive exam in the last term of their coursework.
In addition to the seven required courses, candidates who elect the general MBA program are required to complete four elective courses. Students may choose these electives from the following courses:

Economics course listed above if not taken as a requirement.
51-641 Legal and Ethical Aspects of Business ....3
53-625 Investments .........................................3
54-611 Quantitative Analysis ........................3
54-620 Advanced Human Resource Management ....3
54-642 Continuous Improvement Techniques and Concepts ....3
54-643 Evolution of Quality Management ............3
55-631 International Business* ..........................3
55-635 Advanced Marketing Communications ........3

Any of the Agricultural or IT Management Emphasis courses may be taken as an elective if all prerequisites are met.

Economics course listed above not taken as requirement. Any of the Agriculture or IT Management Emphasis courses may be taken as electives if all prerequisites are met.

Other electives must be approved by the student’s advisor in advance. No more than three (3) hours of 500-level courses may count as electives. The following non-business courses may be taken as electives with advisor approval:

03-504 Futures Trading (Agriculture) ..................3
34-525 Transnational Politics ........................3
44-560 Advanced Topics in Database Systems ........3
08-526 Psychology of Leadership ....................3

NOTE: *Students who did not complete a course in international business at the undergraduate level must complete 55-631 International Business as one of the elective courses.

Missouri and most surrounding states require a minimum of 150 semester hours of college credit for any individual sitting for the CPA examination after June 30, 1999. For all practical purposes, this means that a master’s degree will be required before you can take the CPA examination. The MBA offered by the Booth College of Business and Professional Studies will fully meet the recommendations of the AICPA and state regulations.
MBA: Information Technology Management Emphasis

Prerequisites

The student who chooses the IT Management Emphasis option must meet the following requirements, in addition to the general MBA undergraduate prerequisites:

- Completion of a B.S. degree with a major or minor in Management Information Systems or Computer Science OR
- Have completed the following undergraduate courses:
  - An advisor-approved programming language
  * A database systems course or equivalent experience or 44-660 Databases Design and Implementation as the IT management elective course

Graduate Course Requirements

Candidates choosing the MBA with IT Management Emphasis option must complete the following required courses* for a total of 33 graduate credit hours:

- 44-623 Information Technology Management .................. 3
- 44-624 E-Commerce and Data Management ......................... 3
- 44-628 Advanced Decision Support Systems ........................ 3
- 51-646 Managerial Accounting ........................................ 3
- 52-651 Macroeconomics for Business Managers OR
  52-654 Managerial Economics ........................................ 3
- 53-621 Financial Management ........................................ 3
- 54-616 Organizational Behavior in Administration ................ 3
- 54-618 Executive Seminar .............................................. 3
- 55-630 Strategic Marketing .............................................. 3

Six hours of electives from the following** ................................ 3

- 44-560 Advanced Topics in Database Systems .................... 3
- 44-561 Software Engineering I ......................................... 3
- 44-562 Software Engineering II ......................................... 3
- 44-590 Current Topics in Computer Science ........................ 3
- 44-618 Project Management in Business and Technology ........ 3
- 44-626 Multimedia Systems ............................................ 3
- 44-645 Computers and Networks ....................................... 3
- 44-660 Database Design and Implementation ....................... 3
- 44-695 Current Topics in CSIS ........................................ 3
- 55-631 International Business ............................................ 3

** Students who did not complete a course in International Business at the undergraduate level must complete 55-631 International Business as one of the elective courses.
The student who desires a career in the business aspect of agriculture may choose to pursue the MBA with emphasis in Agricultural Economics, which is offered in conjunction with the Department of Agricultural Sciences. This program is a logical extension for students who have completed an undergraduate degree in agricultural business.

MBA: Agricultural Economics Emphasis

Prerequisites

For the emphasis in agricultural economics, the following course prerequisites must be met in addition to the MBA prerequisite courses:

- 52-151 General Economics II OR .......................... 3
- 03-102 Introductory Agricultural Economics ............... 3
- 03-130 Plant Science ........................................ 3
- 03-150 Animal Science ........................................ 3
- 03-304 Farm Management and Records Analysis .......... 3
- 03-334 Fundamentals of Soil Science ........................ 3

Graduate Course Requirements

The MBA with Agricultural Economics Emphasis candidate must complete the seven required courses for the General MBA. In addition, four graduate-level courses (12 hours) in agricultural economics from those listed below* must be completed.

- 03-502 Agricultural Prices .................................... 3
- 03-503 Agricultural Law ...................................... 3
- 03-504 Futures Trading ...................................... 3
- 03-505 Agricultural Resource Economics .................. 3
- 03-508 Agricultural Policy .................................... 3
- 03-602 Advanced Agricultural Economics .................. 3
- 03-604 Advanced Farm Management ........................ 3
- 03-691 Methods of Research in the Life Sciences .......... 3
- 03-609 Special Topics in Agricultural Economics ........... 1-3

*Under ACBSP accreditation standards, graduate students pursuing MBA degrees must complete at least 30 hours in courses reserved exclusively for graduate students (that is, 600-level courses). Students who have not completed a course in international business at the undergraduate level will be required to complete 55-631 International Business in addition to the 11 courses listed above.

NOTE: Ag Finance and Ag Marketing do not meet the prerequisite requirements for the MBA program.

The student who desires a career in the business aspect of agriculture may choose to pursue the MBA with emphasis in Agricultural Economics, which is offered in conjunction with the Department of Agricultural Sciences. This program is a logical extension for students who have completed an undergraduate degree in agricultural business.

The MBA – Agricultural Economics Emphasis candidate will have two advisors – one from the MBA faculty, and one from the Department of Agriculture.
Course Descriptions
Prerequisite Courses:

51-201 Accounting I
(3 credit hours)
A beginning course in the principles and theory of accounting.

51-202 Accounting II
(3 credit hours)
A continuation of ACCT 201, with the partnership and corporation as forms of business organizations emphasized. Prerequisite: ACCT 51-201 with a minimum grade of “C.”

52-150 General Economics I
(3 credit hours)
An introduction to the fundamental principles of macroeconomic analysis. The basic principles relating to aggregate supply and demand; the determination of national income, employment and price level; money and banking; monetary and fiscal policies; and alternative economic systems are studied.

52-151 General Economics II
(3 credit hours)
An introduction to the fundamental principles of micro economic analysis. The basic principles relating to the decision-making by the individual household and the individual firm under different market structures, the allocation of society’s resources and international trade and balance of payments are studied.

54-201 MBA Business Foundation
(9 credit hours)
This course provides the requisite knowledge in accounting, economics, finance, management, and marketing to prepare an entering MBA student with the foundation in general business necessary for successful graduate study. This course does not fulfill any requirement for any undergraduate business major or minor.

53-324 Fundamentals of Business Finance
(3 credit hours)
A study of the financial structure of corporations, principles and techniques used in financial analysis and decision-making. Prerequisites: ACCT 51-202 and MATH 17-118 or consent of instructor.

Course Descriptions
Graduate Courses:

03-502 Agricultural Prices
A study of the factors affecting prices of agricultural products; longtime cyclical, seasonal and other price movements; sources of information relating to production and demand factors; government activities as they relate to prices of agricultural products, and problems of price analysis and forecasting. Prerequisite: Ag 03-302 Agricultural Marketing or graduate standing

03-503 Agricultural Law
The farmer’s legal setting, deeds, mortgages, leases, water and fencing rights, easements, estate planning and other aspects.

03-504 Futures Trading
An advanced course designed to provide an in-depth treatment of how the futures market is used throughout the marketing chain from farm production to end product use. Includes extensive study of the more technical aspects of charting and how to use these techniques as price forecasting tools. Prerequisite: Ag 03-309 Applied Futures Marketing or graduate standing

03-505 Agricultural Resource Economics
Physical, economic and institutional factors that affect the role of land in economic life, population and resource requirements, principles of land utilization, returns from land, land value, property rights and tenure rights, social controls and rural and urban land development. Prerequisite: Ag 03-102 Introductory Agricultural Economics.

03-508 Agriculture Policy
An analysis and history of the current economic problems of agriculture with emphasis on the influence of governmental policies. Prerequisite: Ag 03-102 Introductory Agricultural Economics.

03-602 Advanced Agricultural Economics
Addresses advanced topics of the economics of agricultural production, marketing, finance, and policy. Requires the application of various principles relating to the decision-making by the individual household and the individual firm under different market structures, the allocation of society’s resources and international trade and balance of payments are studied.

03-609 Special Topics in Agricultural Economics
In-depth independent investigation, literature reviews and conferences on selected topics of special interest to the student in agricultural economics. Prerequisite: consent of instructor.

03-691 Methods of Research in the Life Sciences
A basic course preparing the student to do research in his or her chosen field. Emphasis is placed on methods of research and the reporting of that research.

03-604 Principles of Management
(3 credit hours)
An introduction to the field of management designed to give a basic understanding of the principles, concepts and functions of management within that social system called the information era. Successful management is dependent on fostering responsible and autonomous behavior, as authoritarian structures are being replaced by democratic processes evolving within modern organizations. Thus, successful management is studied as the processes and behavior of participative management. Prerequisite: Completion of a minimum of 30 academic hours.

05-330 Principles of Marketing
(3 credit hours)
The study of determination and satisfaction of consumer wants or needs from a managerial perspective. Elements of this process include market research, demand analysis, product development, pricing, promotion and distribution. Prerequisite: Completion of a minimum of 30 academic hours.
44-560 Advanced Database Systems
Advanced topics in database systems, including database administration, distributed databases, data warehousing and object-oriented databases. Hands-on experience using a DBMS in a client/server environment. Prerequisite: CSIS 44-460 with a grade of "C" or better, or graduate standing with some prior database experience.

44-590 Current Topics in Computer Science
Courses emphasizing the current developments in computer science which are offered according to student need and interest, and have the content described in the title.

44-618 Project Management in Business and Technology
Course covers the skill set needed to lead an information system development team using the constraints of scope, time, cost and quality. Behavioral and technical tools of project management are presented and workshops and teams will be utilized.

44-623 Information Technology Management
Covers foundational concepts of information systems and their relationship to and impact on organizations. Focus is on the component interrelationships between information technologies and organizations.

44-624 E-Commerce and Data Management
This course is designed for MBA-IT Management emphasis or general MBA students who seek a strong foundation level of knowledge about the tools of data storage and management to facilitate electronic and mobile commerce.

44-626 Multimedia Systems
Selection and utilization of a computer-based multimedia development and delivery systems across the curriculum, including videotape, videodisc, educational television, satellite, interactive television, computer-aided instruction and computer-managed instruction. Prerequisite required.

44-628 Advanced Decision Support Systems
Covers decision support system implementation including decision modeling and quantitative analysis. The focus is on design and use of models to assist in user interaction and interpretation of results for more effective and efficient decision making.

44-645 Computers and Networks
Covers the electronic and mechanical components of microcomputer systems and the fundamentals of network technologies and network operating systems. Studies typical system configurations for various types of applications in education. Prerequisite: CSIS 44-614 Advanced Applications in Computer Education or consent of instructor.

44-660 Database Design and Implementation
An introduction to database systems, including design, organization and implementation. Prerequisite: Previous experience using several computer application software packages in a Windows environment. A student who has credit for CSIS 44-460 or the equivalent cannot receive credit for CSIS 44-660.

44-695 Current Topics in Computer Science/Information Systems
Selected topics in computer science and informations systems emphasizing current developments in the field.

51-641 Legal and Ethical Aspects of Business
A seminar in the legal and ethical aspects of accounting with the objective of introducing the student to the major legal and ethical rules, regulations and pronouncements affecting today’s accounting professional, while also looking forward to tomorrow’s demands on the profession from both internal and external constituencies.

51-646 Managerial Accounting
This course is designed to give the student an understanding of the accounting concepts that are useful in making managerial decisions.

52-651 Macroeconomics for Business Managers
An analysis of aggregate economic variables and their relation to business conditions and decision-making. Macroeconomic models, business fluctuations, and macroeconomic policies will be studied, available empirical data will be analyzed, and their relevance to business and decision-making will be examined.

52-654 Managerial Economics
The use of economic tools in managerial decision-making, demand analysis and forecasting, cost analysis, production function, market structures and public sector analysis are covered.

53-621 Financial Management
The area of financial planning, problems of working capital management, capital budgeting, dividend policy and comprehensive problems.

53-625 Investments
A practical course which should enable the student to understand why people invest and how they make their investment decisions. Analysis of individual investment instruments will be the primary focus.

54-611 Quantitative Analysis
The application of mathematical and statistical methods to business decision-making in the various fields of business. Topics cover a number of subjects including quality management, linear programming and queuing problems. (F, alt. SS)

54-616 Organizational Behavior in Administration
A consideration of various behavioral concepts which are found in organizational settings and which have implications for management personnel. Emphasis are on practical applications of various topics such as team work, leadership, motivation, organizational change and development.

54-618 Executive Seminar
An examination of contemporary business practices utilized by successful organizations. Emphasis is placed on understanding current issues faced by senior management. Prerequisite: Graduating trimester.

54-620 Advanced Human Resource Management
An overview of human resource management with concentration on areas of special interest to managers. Some of the emphasis areas include: recruitment, selection, training/development, and compensation. Special emphasis is placed on legal and ethical concerns.

54-628 Innovation and Entrepreneurship
This course examines the process of entrepreneurship from identification and evaluation of opportunities to methods for exploiting these opportunities. General approaches to developing and commercializing innovative opportunities are presented in conjunction with the feasibility of these opportunities. Special attention is provided to the pursuit of funding for the exploitation of these opportunities and exit strategies for the venture.

54-642 Continuous Improvement Techniques and Concepts
Students master the techniques and concepts used in industry to improve processes in manufacturing, service and administration. Explores concepts of six sigma, cause and effect diagrams, scatter diagrams, process flow mapping, failure mode analysis, control charts, Pareto charts, histograms, tolerance control, Kaizen and process capability study.
54-63 Evolution of Quality Management
Focuses on current theories and quality strategies used by leaders in industry. Nomenclature and quality expert views will be examined and analyzed. Concepts such as the history of quality management, various quality experts' views of quality, theories of quality, TQM, quality in the supply chain, contemporary perspectives of quality, effective large group behavior and group dynamics are explored.

55-630 Strategic Marketing
An examination of contemporary marketing practices built around the strategic marketing process. The central focus is on becoming a customer-focused organization. Areas such as understanding customer satisfaction and customer value, as well as delivery and applied measurement issues, are explored.

55-631 International Business
A study of current problems and theory relating to the structure and operations of international business, structured around the overarching themes of globalization, privatization and liberalization. Course material ranges from historical background to strategic choices made by international managers.

55-635 Advanced Marketing Communications
Advanced Marketing Communication covers one of the four components of a traditional marketing mix that is a critical component of marketing strategy. Otherwise known as promotion, this course focuses on how marketers inform, persuade, and remind potential buyers of a product in order to influence an opinion or elicit responses that are essential for its long-term viability. Students will be exposed to basic components of marketing communications, such as personal selling, sales promotion, advertising, and public relations. Topics of customer relationship management (CRM), integrated marketing communications (IMC), social media marketing, and other contemporary strategies and tactics in marketing communications will also be examined.
General Information

Admission Status
Northwest has three categories of admission to graduate study.

■ Regular admission status: full admission to the graduate program
■ Conditional admission status: temporary admission prior to completing regular admission status requirements
■ Non-degree seeking admission status: admission to pursue professional growth opportunities

Career Services
The Office of Career Services has the tools you need to put your education to work. They offer career information as well as a credential file service, which allows prospective employers to view your resume, credentials, and references. Your credential file can also be accessed online.

Scholarships and Financial Assistance
Northwest awards and administers many types of financial aid from federal, state, University and private sources. For information on financial aid, see the current online Graduate Academic Catalog or contact the Office of Scholarships and Financial Assistance at 660.562.1363.

Graduate Assistantships
Graduate Assistants receive a 100% tuition waiver and a competitive stipend per trimester for fall and spring. Assistantships, available in a variety of areas, including administration, tutoring and research, are a terrific opportunity to gain valuable experience while financing your MBA. A limited number of assistantships are available. Positions are determined in a competitive manner while emphasizing work experience and GPA. Contact the Graduate Office at 660.562.1145 for more information.

Housing
If you choose to live on campus, Northwest has 13 residence halls equipped with cooking and laundry facilities, mail service, vending machines, ice machines, study areas, telephone service and direct access in each room to the Electronic Campus computer network. Some residence halls have designated graduate-student-only floors. Information on housing is available from the Residential Life Office at 660.562.1214.

Location
Northwest is located in Maryville, a rural city of 11,000 in northwest Missouri. Maryville is about two hours from Kansas City, Omaha, Neb. and Des Moines, Iowa offering convenient access without the anxiety of city life.

Tuition
For more information regarding current tuition rates, see the online Graduate Academic Catalog, call the Graduate Office at 660.562.1145 or visit our website at www.nwmissouri.edu/bursar/ tuitionandfees.

97% of current Northwest MBA students believe their interaction with faculty was highly beneficial.
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Department of Business

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Dr. Brian Nichols  
Dr. Nanette Philibert  
Dr. Richard Rawlins  
Dr. Tiebing Shi  
Dr. Dave Smith  
Dr. Deb Toomey  
Dr. Alex Vernon  
Dr. James Walker  
Dr. Tekle Wanorie  
Dr. Jason White  
Dr. Rahnl Wood*

**Graduate of**  
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Pennsylvania State University  
University of Missouri  
University of Nebraska-Lincoln  
University of Texas-Arlington  
Purdue University  
Oklahoma State University  
United States International University  
University of Arkansas  
Old Dominion University  
University of Arkansas  
University of North Texas  
University of Arkansas  
Queen’s University  
University of North Texas  
Anderson University  
Louisiana Tech University  
University of Texas-Arlington  
University of Alabama  
University of Missouri  
Saint Louis University  
Texas Tech University  
Anderson University  
University of Nebraska-Lincoln

* MBA advisors

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**Department of Agricultural Sciences**
Dr. Naveen Musunuru*  

**Department of Mathematics, Computer Science and Information Systems**
Dr. Joni Adkins*  
Dr. Carol Spradling

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* MBA advisors
Northwest FACTS

- Laptops provided to all full-time students are equipped with the newest wireless technology, which can be used in public areas of all major buildings. Residence Hall rooms support wireless access and high-speed wired access.
- eCompanion is used for campus-based, web supplemented courses and for blended courses and online courses.
- Campus is designated the Missouri Arboretum.
- International Plaza on campus flies flags representing countries of Northwest international students.

VITAL STATISTICS

- Enrollments: 6,800
- Located in Maryville, Mo., a community of 11,000, county seat of Nodaway County (90 miles north of Kansas City, 100 miles south of Omaha).
- Colors: Forest green and white
- Northwest is a state-assisted, four-year regional university.
- President: Dr. John Jasinski
- Operates on a trimester calendar of fall, spring and summer.

BY THE NUMBERS

- 95% of undergraduates and 97.1% of graduate students find employment or continue their education within six months after graduation
- 247 full-time faculty
- 95% of all tenure and tenure-track faculty have the highest degree in their field.
- More than 150 student organizations
- Nine social fraternities, eight social sororities
- Alumni and friends: 70,000+
- About 85% of thermal energy needs are provided by alternative fuels

ON THE FIELD

- Mascot: Bobby Bearcat
- Varsity athletics: Men: football, basketball, baseball, track and field, cross country, tennis; Women: basketball, volleyball, softball, soccer, track and field, cross country, tennis and golf
- NCAA Division II National Football Champions in 1998, 1999 and 2009
- Athletic affiliations: National Collegiate Athletic Association Division II; Mid-America Intercollegiate Athletics Association, for men and women
- 2010 and 2012 Universal Cheerleading Association National Champions.

OUTSIDE THE CLASSROOM

- Northwest competes on the national championship level in these areas: such as dairy judging, debate, Enactus, forensics, mock trial, soils judging and student publications.