

# Master of Business Administration, M.B.A.

The Master of Business Administration includes several programs: the professional M.B.A. (Iowa M.B.A.), executive M.B.A., and the M.B.A. in Italy (CIMBA M.B.A.). Students in the professional M.B.A. program have the opportunity to enroll in combined degree programs in business analytics, law, medicine, and social work, or to earn the Certificate in Healthcare Management. See "Combined Programs" under M.B.A. Professional Program [p. 1] in this section of the catalog.

## Learning Outcomes

Graduates will:

- demonstrate the ability to be effective team members and leaders in a diverse and complex world,
- grow their human capital through the attainment of relevant business knowledge and skills,
- be able to generate integrative solutions to business problems that impact organizations and community,
- develop global business perspectives, and
- understand and demonstrate the importance of acting with integrity and social responsibility.

### M.B.A. Executive Program

The M.B.A. Executive Program (EMBA program) requires 48 s.h. of coursework. Students must maintain a program grade-point average of at least 2.75. The program is conducted at the Pomerantz Center on the university's Iowa City campus and at the Pappajohn Education Center in Des Moines, Iowa. See program locations on the Tippie College of Business website.

The program spans 16 months—three semesters and one summer. The program begins in mid-August with a five-day residency. It continues with in-person classes Friday and Saturday once a month, alternating with a monthly synchronous online Saturday session. Assignments between class sessions may include asynchronous online instruction, readings, cases, and individual and group projects. A second five-day residency is held at the beginning of the second year. Students have a four-week winter break.

Each entering class progresses through the program together, working on group projects in teams of four to six members. The curriculum includes an international business seminar, and students have access to executive coaching as part of their participation in the program.

The M.B.A. Executive Program requires the following coursework.

### Core Courses

Code	Title	Hours
MBA:8110	Marketing Management	3
MBA:8120	Management in Organizations	3
MBA:8140	Corporate Financial Reporting	3

MBA:8150	Data and Decisions	3
MBA:8160	Managerial Economics	3
MBA:8180	Managerial Finance	3
MBA:8240	Operations and Supply Chain	3
MBA:8300	Foundations in Strategy	3
MBA:8310	Business Integration	2
MBA:8330	Seminar in Strategic Management I	1
MBA:8500	Seminar in International Business	3

## Additional Required EMBA Courses

Students complete the remainder of their program with additional required courses. Courses are subject to change, so students should consult their advisor. A representative list follows.

Code	Title	Hours
ACCT:9020	Strategic Cost Analysis	3
BAIS:9300	Innovations in Technology	3
FIN:9300	Corporate Investment and Financing Decisions	3
MGMT:9110	Dynamics of Negotiations	3
MGMT:9210	Law and Ethics	3
MGMT:9270	Human Resource Management	3

## Admission

Admission is limited to experienced managers and executives who want to broaden their management skills without interrupting their professional careers. Applicants typically have seven or more years of postgraduate work experience. Previous academic work in business is not required.

### M.B.A. Professional Program

The Professional M.B.A. Program (Iowa M.B.A.) requires 45 s.h. of credit, including a business core of nine courses plus six electives. Students must maintain a program grade-point average of at least 2.75. The program is tailored for working professionals building on the synergies of concurrent work and learning. The program prepares graduates to be effective managers and leaders in the global marketplace. The curriculum is designed for students with varied backgrounds, undergraduate majors, and professional experience. Previous coursework in business is not required.

Courses are offered each semester during evening hours online and select offerings are available at two locations in Iowa: Cedar Rapids at the Tippie College of Business Cedar Rapids Center and Des Moines at the John and Mary Pappajohn Education Center (JMPEC); see program locations on the Tippie College of Business website.

## Requirements

The core develops competency in general management skills and key functional business areas. The electives contribute to the development of an area of expertise and foster a deeper understanding of management and business practices. Electives are offered in analytics, entrepreneurship, finance, marketing, accounting, leadership, and management. Students may take part in global learning opportunities in

international locations to increase their understanding of the global business environment and its implications for business conduct and decision-making.

Students may earn a professional Certificate in Corporate Finance, Finance, Financial Decision-Making, Innovation, Investment Management, Leadership, Marketing, Responsible Resource Management, or Risk Management and Insurance while they fulfill requirements for the M.B.A., often without taking courses beyond the 45 s.h. required for the degree. They also may earn the Certificate in Business Analytics while they fulfill requirements for the M.B.A. degree. Certificate courses are regularly offered online and select offerings may be available occasionally at the two program locations in Cedar Rapids and Des Moines.

Students can complete the degree requirements in as few as five semesters or extend their study to as long as 10 years. Most students earn the M.B.A. in about three years, taking two courses each fall and spring semester and one course during the summer.

Code	Title	Hours
All of these:		
MBA:8110	Marketing Management	3
MBA:8120	Management in Organizations	3
MBA:8140	Corporate Financial Reporting	3
MBA:8150 or BAIS:9100	Data and Decisions	3
MBA:8160	Managerial Economics	3
MBA:8180	Managerial Finance	3
MBA:8240	Operations and Supply Chain	3
MBA:8300	Foundations in Strategy	3
Six business elective courses		18
<b>M.B.A. Capstone</b>		
One of these:		
MBA:8310	Business Integration	3
MBA:8320	Strategic Business Growth	3

## Business Electives

The list below includes all approved business electives. Not all courses are offered on a regular basis. Students should consult MyUI for course availability or discuss course offerings with their advisor.

Code	Title	Hours
<b>Graduate Management Programs (M.B.A. Program)</b>		
MBA:8130	Business Communication	3
MBA:8310	Business Integration (if not taken as capstone)	1-3
MBA:8320	Strategic Business Growth (if not taken as capstone)	3
MBA:8500	Seminar in International Business	3
<b>Accounting</b>		
ACCT:9020	Strategic Cost Analysis	3
ACCT:9040	Financial Statement Analysis and Forecasting	3
<b>Business Analytics</b>		
BAIS:6040	Data Programming in Python	3

BAIS:6050	Data Management and Visual Analytics	3
BAIS:6060	Data Analysis with R	3
BAIS:6070	Data Science	3
BAIS:6100	Text Analytics	3
BAIS:6105	Social Analytics	3
BAIS:6110	Big Data Management and Analytics	3
BAIS:6130	Applied Optimization	3
BAIS:6140	Information Visualization	3
BAIS:6150	Financial Analytics	3
BAIS:6180	Healthcare Analytics	3
BAIS:6190	Forecasting	3
BAIS:6210	Data Leadership and Management	3
BAIS:6230	People Analytics	3
BAIS:6280	Cybersecurity	3
BAIS:7900	Special Topics in Business Analytics	3
BAIS:9010	Contemporary Topics in Analytics	3
BAIS:9110	Advanced Analytics	3
BAIS:9120	Managing the Supply Chain	3
BAIS:9130	Lean Process Improvement	3
BAIS:9140	Agile Project Management	3
BAIS:9300	Innovations in Technology	3
<b>Entrepreneurial Management</b>		
ENTR:9100	Entrepreneurship and Innovation	3
ENTR:9200	Entrepreneurial Finance	3
ENTR:9300	Design Thinking	3
ENTR:9450	Strategic Management of Technology and Innovation	3
ENTR:9500	Managing the Growth Business	3
ENTR:9700	Entrepreneurship: Business Consulting	3
<b>Finance</b>		
FIN:9010	Contemporary Topics in Finance	3
FIN:9130	Corporate Risk Management and Insurance	3
FIN:9140	Enterprise Risk Management	3
FIN:9150	Financial Modeling and Firm Valuation	3
FIN:9200	Portfolio Management	3
FIN:9210	Derivatives	3
FIN:9220	Fixed Income Securities	3
FIN:9230	Real Estate Finance and Investments	3
FIN:9240	International Finance	3
FIN:9270	Security Analysis	3
FIN:9290	Alternative Investments and Portfolio Strategies	3
FIN:9300	Corporate Investment and Financing Decisions	3
FIN:9310	Corporate Financial Strategy	3
FIN:9330	Investment Banking	3
FIN:9350	Wealth Management	3

<b>Management and Entrepreneurship</b>		
MGMT:7900	Contemporary Topics in Management and Organizations	3
MGMT:9090	Influence and Constructive Persuasion	3
MGMT:9091	Corporate Social Responsibility and Sustainability	3
MGMT:9092	Effective Managerial Communication	3
MGMT:9110	Dynamics of Negotiations	3
MGMT:9120	Leadership and Personal Development	3
MGMT:9130	Strategic Management of Change	3
MGMT:9150	Nonprofit Organizational Effectiveness I	3
MGMT:9160	Nonprofit Organizational Effectiveness II	3
MGMT:9185	Project Management	3
MGMT:9210	Law and Ethics	3
MGMT:9220	Maximizing Team Performance	3
MGMT:9230	Managing and Preventing Conflict	3
MGMT:9240	Inclusive Leadership	3
MGMT:9250	Managing Employee Performance	3
MGMT:9260	Strategic Employee Development	3
MGMT:9270	Human Resource Management	3
MGMT:9290	Global Business Management	3
<b>Marketing</b>		
MKTG:9010	Contemporary Topics in Marketing	3
MKTG:9015	Social Media Marketing	3
MKTG:9120	Customer Relationship Management	3
MKTG:9150	Brand Management	3
MKTG:9155	Digital Marketing Insights, Strategies, and Applications	3
MKTG:9165	Digital Marketing Analytics	3
MKTG:9170	Business to Business Marketing	3
MKTG:9190	International Marketing	3
MKTG:9300	Applied Marketing Research	3
MKTG:9310	Marketing Analytics	3
MKTG:9320	Strategic Brand Positioning	3
MKTG:9330	Product and Portfolio Strategy	3
MKTG:9340	Customer Analysis	3
MKTG:9350	Marketing Communication and Promotions	3

## Admission

The M.B.A. program admits students for entry in summer, fall, or spring; applications are accepted throughout the year. Admission decisions are based on completed

application materials, including quality of work experience, undergraduate grade-point average, and optional scores on the Graduate Management Admission Test (GMAT) or Graduate Record Examination (GRE) General Test. While not required for admission purposes, applicants can submit GMAT/GRE scores to strengthen an application and those scores may be used in consideration for scholarship awards. View the admission guidelines on the Tippie College of Business website.

Applicants whose first language is not English must score at least 100 (internet-based) on the Test of English as a Foreign Language (TOEFL) or must have a successful admission interview. In place of TOEFL, the program accepts International English Testing System (IELTS) scores. For information about registering for TOEFL or IELTS and reporting scores to the university, visit English Requirements for M.B.A. Admission on the Office of Admissions website.

Admission decisions are made before registration begins for completed applications received by the priority application deadline. Admitted applicants who have met the priority application deadline may request registration for classes on the first registration date. See the admissions website for priority and final application deadlines.

## Combined Programs

Combined degree programs allow students to pursue two degrees simultaneously, earning both more quickly than they would if they pursued each degree separately.

Separate application to each degree program is required. Applicants must be admitted to both programs before they may be admitted to the combined degree program.

### M.B.A./J.D.

The M.B.A. Program collaborates with the College of Law to offer the combined Master of Business Administration (Professional M.B.A. Program)/Juris Doctor degree program. For more information about the law degree, see the Juris Doctor, J.D. (College of Law) section of the catalog.

### M.B.A./M.D.

The M.B.A. Program collaborates with the Carver College of Medicine to offer the combined Master of Business Administration (Professional M.B.A. Program)/Doctor of Medicine degree program. For more information about the medicine degree, see the Doctor of Medicine, M.D. (Carver College of Medicine) section of the catalog.

### M.B.A./M.S. in Business Analytics (Professional Subprogram)

The M.B.A. Program along with the Department of Business Analytics offers a combined Master of Business Administration (Professional M.B.A. Program)/Master of Science in business analytics (professional subprogram) degree option. Students complete 33 s.h. of M.B.A. credit paired with 27 s.h. of business analytics credit for a total of at least 60 s.h. For more information, see the M.S. in business analytics (professional) in the Tippie College of Business section of the catalog or contact the Professional M.B.A. Program.

### M.B.A./M.S.W.

The M.B.A. Program collaborates with the School of Social Work to offer the combined Master of Business Administration (Professional M.B.A. Program)/Master of Social Work degree program. For more information, see the Master of Social Work,

M.S.W. (College of Liberal Arts and Sciences) section of the catalog or contact the Professional M.B.A. Program.

## M.B.A./Certificate in Healthcare Management

The M.B.A. Program collaborates with the College of Public Health to offer a combined Master of Business Administration (Professional M.B.A. Program)/Certificate in Healthcare Management. M.B.A. students complete four specified healthcare management courses (12 s.h.) in place of four M.B.A. electives to earn the certificate. For more information, see the Certificate in Healthcare Management (College of Public Health) section of the catalog or contact the Professional M.B.A. Program.

### CIMBA Italy M.B.A.

The CIMBA Italy M.B.A. requires 52-55 s.h. of graduate credit. Students must maintain a program grade-point average of at least 2.75. The 11-month full-time program is held primarily at the CIMBA campus in Paderno del Grappa, Italy, but the final course is completed on the University of Iowa campus in Iowa City. A two-year part-time program also is available for working professionals living in Italy.

The program focuses on personal leadership development and emphasizes strategic management, consulting, and international business. Students apply what they learn through a consulting project with local and international companies. In addition to the M.B.A. degree, students earn certificates through Kepner-Tregoe in problem solving and decision making, and in project management. The program draws its faculty from the University of Iowa and from institutions across the United States and Europe.

The full-time program admits students only for fall semester entry. Part-time applicants typically start in the fall but may be permitted to begin the program at other times.

The CIMBA Italy M.B.A. program requires the following coursework.

Code	Title	Hours
MBA:8110	Marketing Management	3
MBA:8120	Management in Organizations	3
MBA:8140	Corporate Financial Reporting	3
MBA:8150	Data and Decisions	3
MBA:8160	Managerial Economics	3
MBA:8170	International Economic Environment of the Firm	2
MBA:8180	Managerial Finance	3
MBA:8240	Operations and Supply Chain	3
MBA:8310	Business Integration	1-3
ACCT:9020	Strategic Cost Analysis	3
BAIS:9110	Advanced Analytics	2-3
BAIS:9120	Managing the Supply Chain	2-3
BAIS:9220	Introduction to Information Systems	3
ENTR:9100	Entrepreneurship and Innovation	3
FIN:9300	Corporate Investment and Financing Decisions	3
MGMT:9210	Law and Ethics	2

MGMT:9120	Leadership and Personal Development	3
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Elective coursework to complete degree requirements can vary each year in the Italy M.B.A. program; students should consult their advisor

## Admission

Admission decisions are based on an applicant's completed application, which includes a résumé, academic qualifications, essays, an interview demonstrating experience and English proficiency, and scores on the Graduate Management Admission Test (GMAT) or Graduate Record Exam (GRE) General Test. Applicants are recommended to have at least two years of professional work experience.