

**It's Time to Make
a Difference...**

**It's Time to Master
the Art and Science
of Leadership**



**MASTER
of
MANAGEMENT**

A Program Designed for Working Adults

Fully Accredited

18-Month Completion

GMAT Waiver

Part-time Evening Format

No Pre-requisites

Transfer Credits Accepted

Customized Curriculum

Independent Study Format

Online Classes

8-Week Courses

No Application Fee

Life Experience Credit

2-Year Course Schedule

Career Counseling Center

Small Class Sizes

Tuition Reimbursement Program

The AQ Difference

Why the Master of Management Program?

In today's dynamic marketplace, it's crucial to differentiate yourself from the competition. Employers seek leadership – at all levels. In a world of finance-oriented MBA's, stand out with the distinction of the MM, from an institution with an exceptional academic reputation. With a primary focus on management and leadership, Aquinas graduates have made a home at the largest firms in town, including: Amway, Steelcase, Spectrum, Wolverine World Wide, Cascade Engineering, Fifth Third Bank, Haworth, Gordon Food Service, Meijer, Spartan Stores, Farmers, St. Mary's, Bissell, Perrigo, Herman Miller and many others.

At AQ, Our Experts Make the Difference!

Encompassing the perspectives of both seasoned industry practitioners and Ph.D.'s, the Aquinas MM focuses on academic excellence by integrating a program learning theme of **Theory, Practice, Application, Reflection & Growth**. MM graduates learn "how" to think – not simply "what" to think. The MM prepares graduates for leadership roles by understanding market, cultural and organizational dynamics; how to identify, determine and assess risk; think critically and strategically; influence individuals and teams alike; and provide consistent leadership in every situation.

Program Mission

The mission of the Master of Management program is to develop professionals who are able to provide meaningful leadership within their organizations through the application of advanced management practices. The program focus is dedicated to examining both functional and strategic managerial issues, with a special emphasis on the cultural and behavioral dynamics that occur within an organization.

Our mission is accomplished by integrating a global perspective where managerial communication and leadership effectiveness are incorporated into an adaptive learning sequence of **Theory, Practice, Application, Reflection & Growth**.

Goals & Outcomes

All graduates from the AQ Master of Management program will be able to:

Research, analyze and identify key management issues by:

- Demonstrating an awareness of the role, responsibilities and expectations of a manager
- Researching, analyzing & deconstructing relevant information to advance organizational goals
- Comparing the past, current & expected performance of individuals, products, organizations & industries.
- Contrasting expectations and resources with realized performance to validate areas of concern or opportunity

Think critically, assess and respond appropriately to functional and strategic management issues by:

- Objectively critiquing the credibility and relevance of information, and identifying deficiencies
- Evaluating the potential risk, cost and effectiveness of managerial options
- Contrasting the resource-input against the value-output for various alternatives
- Identifying key financial considerations and performance measures
- Summarizing preferred alternatives that address all aspects of a management issue

Plan strategically by:

- Discussing the advantages of proactive decision-making, explaining the risks and opportunity-costs involved when planning initiatives
- Designing a strategy to mitigate potential associated risks
- Composing a contingency plan to implement if the scenario or planning variables change
- Performing a regular review of the plan and adjusting as needed based on the plan dynamics

Manage decisively by:

- Demonstrating a thorough understanding of behavioral science and the impact on the organizational environment as it relates to advancing productivity, morale, interaction & culture
- Organizing the factors involved in situational managerial decision-making
- Demonstrating consistency, logic and equitable decision-making when establishing policy
- Applying the appropriate management theory and method to control management situations

Communicate effectively by:

- Identifying the appropriate audiences to communicate with and actively listening
- Deciding on the message, level of detail needed and appropriate timing
- Classifying approaches based on the situation, expectations and communication goals
- Demonstrating clear, concise and proper communication etiquette in all situations
- Engaging with teams as both a facilitative team-leader and a collaborative team-member
- Enhancing individual presentation skills in large and small audience settings

Lead successfully by:

- Interacting with employees, engaging with teams, being accessible and approachable
- Inspiring others to take ownership and explain how their individual role adds bona-fide value
- Positively influencing work behavior while always recognizing others for their contributions
- Illustrating the value in performing above expectations and always leading by example



Degree Requirements

The Aquinas MM consists of thirteen courses comprising 39-credit hours. Students may select a formal 12-credit concentration, or choose individual courses of interest to customize their curriculum. Full-time students can finish in as little as 18-months, and part-time students have as long as 84-months to complete their degree.

At Aquinas, each student is unique and will complete a customized Individual Student Learning Plan (ISLP) that serves as a blueprint for student success. With multiple course formats, including eight-week, evening, online, hybrid and independent study options, the MM allows for maximum individual degree personalization because no two goals are the same!

Core Curriculum

MG500	The Economic Environment
MG510	Research Methods, Design & Analysis
MG520	Organizational Behavior
MG530	Marketing Management
MG540	Organizational Theory & Design
MG570	Ethics & Social Responsibility
MG580	Accounting for Management
MG641	Managerial Presentation Skills
MG695	Strategic Management & Policy Making

Specialized Concentrations

Organizational Leadership

MG646	Group Dynamics
MG648	Leadership
MG649	Organizational Development
MG694	Managing 21st Century Organizations

Marketing Management

MG685	Sales & Promotions Management
MG687	International Marketing
MG689	Consumer Behavior
MG690	Marketing Strategy

Sustainable Business

MG671	Industrial Ecology
MG672	Sustainable Business Management
MG673	Building Social Capital
MG660	Sustainable Economics

Health Care Administration

Anticipated in 2012



Course Schedule

For a complete Fall 2011 through Summer 2013 course schedule, visit: www.aquinas.edu/management/schedule.html

Admission Requirements

To be considered for entrance into the MM program, individuals must have:

- Completed a regionally-accredited Bachelor's Degree
- A cumulative GPA of 2.8
- The equivalent of one-year of professional work experience
- Two letters of recommendation
- An interview with the Director of Graduate Management Programs
- Completion of the GMAT unless waived by the director

Get Started Today

- Apply online (no app fee!) at: www.aquinas.edu/management
- Request information online at: https://secure.aquinas.edu/management/form/request_info.html
- Contact Lynn Atkins-Rykert at (616) 632-2924 to set up a personal interview
- Forward all college transcripts, GMAT results, résumé and two letters of recommendation to:

Lynn Atkins-Rykert
Program Assistant
Graduate Management Programs
Aquinas College
1607 Robinson Road SE
Grand Rapids, MI 49506-1799

Master of Management Program Values

Our mission is further expressed and supported through several core values that ensure relevance, rigor and consistency, while maintaining the needed flexibility and convenience typically associated with graduate studies:

- We value an applied and collaborative learning environment where the classroom experience serves as the foundation for content learning, student engagement, personal growth, and professional development.
- We value multi-modal learning to further augment the traditional graduate experience by offering a flexible learning atmosphere that promotes inquiry and exploration by incorporating technology, field research opportunities, and independent study components into the core curriculum.
- We value an empirical approach to problem-solving that emphasizes the value of data-driven decision making that is supported by extensive research and analysis.
- We value a broad discipline exposure with a global perspective to foster practical learning by incorporating the use of teams, mentors, guest speakers, clinics, workshops, shadowing and graduate internships.
- We value the integration of ethics into everyday business decision-making, and encourage corporate social responsibility at all levels, among all stakeholders, at all times.
- We value industry relationships, and encourage on-going engagement among local corporations, not-for-profit organizations, and governmental agencies.



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