



COLLEGE OF PROFESSIONAL STUDIES

# CENTER FOR CREATIVE LEADERSHIP MASTER OF BUSINESS ADMINISTRATION

Elevate Your Business and Leadership Skills

National University and the Center for Creative Leadership (CCL) have partnered to offer the Center for Creative Leadership Master of Business Administration, drawing strengths from both institutions to create a unique MBA program. With competitive tuition rates and no GMAT required for admission, this leadership-focused MBA combines the best practices of CCL's leadership development programs with National University's expertise in delivering multifaceted business content, such as finance, accounting, and economics.

CCL believes that leadership development ignites transformational change in individuals, teams, organizations, and communities. The CCL faculty bring their world-renowned methodology, passion, and 50 years of heritage, so your education and leadership training will be well-respected and give you an edge in the job marketplace.

The courses in this program will push you to grow as a leader and become someone who will be able to navigate the current economic and social climate of business in a meaningful and authentic way. Designed for working professionals, this program can be completed in just 12 months with 100% online classes.

Online and On-campus Programs  
Monthly Starts and Accelerated Classes  
WSCUC Accredited

### Program Highlights

- Entire program can be completed online in as few as 12 months
- No GMAT required for admission
- Competitively priced tuition rates
- Build leadership skills and learn to adapt to a variety of complex, multicultural team and organizational settings
- Explore the ethical responsibilities of an organization and evaluate the ethical, legal, and political implications of business practices
- Learn to diagnose the effects of leadership behaviors on organizational performance
- Center for Creative Leadership partnership means people in leadership positions will be familiar with your training and how it meets their needs

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For complete program information, see the National University Catalog 83, effective July 2020.

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**CENTER FOR CREATIVE LEADERSHIP  
MASTER OF BUSINESS ADMINISTRATION**

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The Center for Creative Leadership (CCL) MBA curriculum reflects a unique combination of the Direction, Alignment and Commitment (DAC) ontology and precision education as an operational strategy (assessment-led adaptive instruction). It consists of 45 quarter units, which is ideal for a one-year duration. The curriculum spans four quarters, each with a theme to correspond with the DAC ontology, to balance workload and progressively build on preceding competencies. The hallmark of the curriculum is the experiential (or practice) ideology. **The strategy of “assess, learn, practice, and apply” engages and motivates** the learner through a series of experiential exercises. CCL brings their world-renowned methodology, passion, and 50 years of heritage in leadership education.

The DAC ontology allows for building a curriculum that focuses on the development of leadership outcomes:

- Establish organizational and individual direction.
- Prepare for the alignment of knowledge, skills, and abilities to set organizational and individual direction.
- Assure the commitment of internal stakeholders to balance personal with organization direction.
- Achieve the outcomes of direction, alignment, and commitment through integration and implementation of the strategic plan.

Precision education, as an operational strategy, necessarily involves goal setting and the individual plan to build leadership competencies. Figure 1. Specifies the broadest program learning outcomes of direction, alignment, commitment, and integration. Within each broad program learning outcome, identifying specific competencies (and micro-competencies) facilitates formative assessment, adaptive instruction, holistic support, and competency-based credentialing.

Figure 1



**Goal Setting**

Students who are eligible for the CCL MBA in Leadership will have a bachelor’s degree. GMAT score in the 50th percentile, work experience, and previous CCL professional development are highly encouraged for this experience. Once accepted into the program, each student will receive a diagnostic assessment that will help to establish SMART goals and provide the necessary baseline information to develop holistic student support. After that, in the many-to-one model, student support specialists will surround each student to help him/her navigate to his or her goals.

To make sure your SMART goals are clear and reachable, each one should be:

- **Specific** (simple, sensible, significant).
- **Measurable** (meaningful, motivating).
- **Achievable** (agreed, attainable).
- **Relevant** (reasonable, realistic and resourced, results-based).
- **Time bound** (time-based, time limited, time/cost limited, timely, time-sensitive).

**Basic English and Math Skills**

It is strongly recommended that students who are unsure about having adequate English writing or math skills take one or both one-hour Accuplacer tests to determine their level of competency. If below the minimum level needed to be comfortable and ensure success in the MBA program, students should seriously consider enrolling in appropriate writing skills courses. If a student has already taken the GRE or GMAT, a score of at least 480 (verbal) and 570 (quantitative) on the GRE or a score of at least 550 on the GMAT indicates adequate proficiency.

**Learning Community**

Students who pursue an MBA expect a cohort experience that will last throughout the degree and afterward as a network for life. Student Relationship Management (SRM), Learning Management System (LMS), and Enterprise Resource Planning (ERP) form a common platform to facilitate student-to-content, student-to-instructor, and student-student interaction.

Cohorts who join through an employer, in a geographically similar time zone, may opt to meet synchronously online to enhance interaction. Students who participate individually may choose to engage in a larger cohort with students who partake asynchronously online to strengthen their community of learners.

All students who complete the CCL MBA in Leadership join an alumni community worldwide. A signature feature of the CCL MBA in Leadership is the holistic student support model. Each student has access to a specialist who is available on-demand, either through a chatbot or live support in a similar time zone. Once developed, the AI infrastructure will inform the chatbot for on-demand support to help promote student success with timely responses to an individual’s needs. Support will often go beyond academic advising to include life skills, food insecurity, and mental counseling.

**Program Learning Outcomes**

Upon successful completion of this program, students will be able to:

- Analyze the impact of organizational decisions on stakeholders through financial and economic analysis, and risk assessment, and create an alternative course of action.
- Utilize critical thinking in communication efforts, and communicate with clarity and efficacy in a variety of formats.
- Build quantitative analysis methods against relevant information and data trends in relation to operations and decision-making.
- Apply the ethical responsibilities of an organization and evaluate the ethical, legal, and political implications of business practices.
- Illustrate leadership theories to diagnose the effects of leadership behaviors on organizational performance and change management plans that result in increased potential for individuals and the organization to achieve desired outcomes.
- Critique one’s leadership skills and continuously adapt to variety of complex, multicultural team, and organizational settings.

**Degree Requirements**

To receive a Leadership MBA degree, students must complete 45 quarter units of graduate credit. A total of 4.5 quarter units of equivalent graduate work may be granted if completed with a grade of “B” or better (3.0 GPA) at another regionally accredited institution, as it applies to this degree and provided the units were not used in earning another advanced degree. Please refer to the section on graduate admission procedures for specific information regarding application, evaluation, and the course waiver process.

**Requirements for the Major**

(15 courses; 45 quarter units)

LMBA 600 *	Orientation Course (1 quarter units)
LMBA 601	Introduction to Leadership (2 quarter units) <i>Prerequisite: LMBA 600</i>
LMBA 602 *	Data-Informed Decision Making (4 quarter units) <i>Prerequisite: LMBA 600</i>
LMBA 603 *	Emerging Issues: Mngmt & LDRSP (3 quarter units) <i>Prerequisite: LMBA 600</i>
LMBA 604	Practices of Leadership (2 quarter units) <i>Prerequisite: LMBA 600</i>
LMBA 605 *	Fundamentals of Economics (4 quarter units) <i>Prerequisite: LMBA 600</i>
LMBA 606 *	Fin Statements & Mgr. Acct. (4 quarter units) <i>Prerequisite: LMBA 600</i>
LMBA 607 *	Corp Fin & Fin Str of an Ent. (4 quarter units) <i>Prerequisite: LMBA 600</i>
LMBA 608	Leading in a Diverse Community (2 quarter units) <i>Prerequisite: LMBA 600</i>
LMBA 609 *	Mktg in an Information Age (4 quarter units) <i>Prerequisite: LMBA 600</i>
LMBA 610 *	Organizational Design and HRM (3 quarter units) <i>Prerequisite: LMBA 600</i>
LMBA 611	Leading Change (4 quarter units) <i>Prerequisite: LMBA 600</i>
LMBA 612	Leading Across Boundaries (2 quarter units) <i>Prerequisite: LMBA 600</i>
LMBA 613	Strategic Leadership (2 quarter units) <i>Prerequisite: LMBA 600</i>
LMBA 614 *	Capstone: Strategy (4 quarter units) <i>Prerequisite: LMBA 600</i> <i>Recommended: Prior completion of core competency courses.</i>

\* Core Competency Course