Four business-critical themes are central to Curry College’s Master In Business Administration (MBA). The unique framework for the model of business excellence integrates:

I. Leadership and Ethics
II. Strategic Planning
III. Decision-Making Tools
IV. Problem Solving

Prerequisites:
The Common Body of Background Knowledge
Prerequisite courses are an important foundation of the MBA curriculum. Because this unique degree accepts students with diverse disciplinary backgrounds, the prerequisite courses ensure a common ‘language’ of business. Through their professional achievements, students may have achieved a minimum level of background knowledge in some areas of business. However, all students must have completed coursework in the seminal disciplines of economics, accounting, and statistics.

Therefore, students must complete the following courses in preparation for their graduate program:

- Principles of Economics – Micro
- Principles of Economics – Macro
- Financial Accounting or Accounting 1 & 2
- Statistics

Technical Computer Specifications
Curry College’s courses run on Blackboard’s learning platform. Individual courses frequently require use of the internet. It is highly recommended that MBA students have an up-to-date PC, laptop, or tablet. Check the MyCurry portal for updated recommended technical requirements.

Apple computers are not recommended due to compatibility issues with Microsoft products. If a student elects to use any version of a Mac Book or Mac Desktop, it is his/her responsibly to assure complete compatibility with Curry course requirements including the proper software and connectivity. Mobile devices such as iPads and smartphones are not qualified for work in the MBA.

MBA Course Transfer Policy
At the discretion of the MBA Director, up to two courses may be considered for transfer into the program. Transfer credit will only be awarded for courses taken in a Master of Business Administration program. Students must have received a grade of “B” or better. Courses from graduate programs other than an MBA program are not transferable. Once a student is matriculated at Curry College, no transfer credit will be allowed. To have coursework reviewed for transfer credit, students must submit all original syllabi and transcripts. All decisions are final. Because Curry’s MBA is cohort based, it is important that courses are taken in sequence with the entire group to help develop teamwork and group process skills.

Cohort Enrollment Policy
Curry College’s MBA is a two-year cohort program with classes held one evening during the week. The academic year is comprised of three semesters made up of two, 8-week terms each semester. Students enroll in two consecutive 8-week courses each semester—Fall Semester (Term I and Term II); Spring Semester (Term III and Term IV); and Summer Semester (Term I and Term II). Students entering the Curry MBA commit to continuous enrollment in a “cohort” format. As a cohort, students complete the 12 courses in the Program by taking six courses each year for two years. Program pedagogy is designed for optimal learning through the cohort experience. Therefore, once enrolled, changing cohorts is not an option, except for extraordinary reasons. Extraordinary reasons, for example, are documented health or family emergencies. Students will not be allowed to delay their program or shift cohorts for issues such as management of their reimbursement funds or short-term
work related pressures. Students who request to delay continuous enrollment in their cohort must make a formal request in writing to the Director of the MBA Program. The request must include documentation of the ‘extraordinary’ reason for changing the cohort sequence. The Director and/or the Dean may request further information. Decisions are made by the Director of the MBA Program, with final approval or rejection by the Dean of Continuing and Graduate Studies. All decisions are final.

Grades and Academic Standing
The minimum passing grade in each course is a B-. A grade of C+ or lower in any course is cause for academic review and necessitates repeating the course. Students must maintain a minimum grade point average of 3.0 to remain in good academic standing. Academic review will take place if the GPA falls below a 3.0 or for an individual course grade of less than a B-. Students must also maintain a satisfactory rate of progress measured by cumulative attempted credits. A student is making satisfactory progress when at least 67% of attempted credits have been completed with a passing grade. The complete Graduate Academic Standing policy can be found on the Curry website at: www.curry.edu. Go to Graduate Studies> Advising and Services.

Capstone Scheduling Policy
Students must take the “capstone module” – MBA 7600 and MBA 7610 - at the end of their MBA program. Students must complete all other required coursework prior to entering this module.

Capstone Travel: Many of the Capstone projects include an opportunity to travel in study of the topic and client business-related activities. The costs related to travel area not included in the tuition and are optional. Details of previous Capstone travel, costs and benefits will be discussed during orientation and throughout the first 10 courses of the program.

Students who, for extraordinary reasons, must cycle out of the program for a term or semester may have to join another cohort to complete their capstone module, if they have not been able to complete all required prerequisite coursework.

Curry College has a rich history as being a “School of Elocution” including leadership from the first Chancellor, Alexander Graham Bell. As such, in the normal course of the program, a video is taken to establish a baseline of presentation capabilities. Throughout the program, students are required and encouraged to develop excellent presentation skills using video recording assessment and working with the instructors in the Curry College Speaking Center. All video and other artifacts of presentations and course work are the property of the school and may be used for the advancement of the College.

REQUIRED CURRICULUM AND COURSE SEQUENCE
The unique format of Curry College’s MBA Program pairs a theory-based with an application-based course each semester. Six eight-week courses are offered over three semesters per year (Fall I and II, Spring I and II, Summer I and II). Students take two courses consecutively each semester. In the summer, courses meet for 7 weeks.

<table>
<thead>
<tr>
<th>First Semester</th>
<th>Credits</th>
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<tbody>
<tr>
<td>(Theory) MBA 6100 The Regulatory Environment of Organizations</td>
<td>3</td>
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<tr>
<td>(Application) MBA 6110 Ethical Leadership and the Behavior of Organizations</td>
<td>3</td>
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<tr>
<th>Second Semester</th>
<th>Credits</th>
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<tr>
<td>(Theory) MBA 6310 Quantitative Analysis for Managers (Research)</td>
<td>3</td>
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<tr>
<td>(Application) MBA 6300 Strategic Managerial Economics</td>
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<tr>
<th>Third Semester</th>
<th>Credits</th>
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<tbody>
<tr>
<td>(Theory) MBA 6200 Managerial Accounting</td>
<td>3</td>
</tr>
<tr>
<td>(Application) MBA 6210 Strategic Financial Management</td>
<td>3</td>
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Master of Business Administration

Fourth Semester
(Theory) MBA 6400 Management of Information and Technology 3
(Application) MBA 6410 Strategic Marketing 3

Fifth Semester
(Theory) MBA 6500 The Strategic Process and Planning 3
(Application) MBA 6510 Supply Chain Management and Operations Analysis 3

Sixth Semester
(Theory) MBA 7600 Contemporary Issues in Strategic Leadership 3
(Application) MBA 7610 Strategic Leadership Capstone Project 3

Total Required Credits 36

Throughout the MBA Program, students are exposed to a variety of teaching and learning strategies including: lecture, discussion, case analysis, problem-solving, group- and team-building exercises, guest lecturers, computer simulations, and e-learning.
MBA 6100  Regulatory Environment of Organizations  3 credits

Managers must be aware of their rights and obligations under federal laws and federal agency regulations that impact the operation of the enterprise, frequently affecting success or failure. Accordingly, the course examines the regulatory environments in which organizations compete focusing on (1) legal concepts underlying governments’ right to regulate commerce; (2) substantive legal rights and obligations involving product liability; intellectual property and cyberspace (patents, trademarks, trade dress, copyrights); the various forms and regulations of business entities; and (3) specific regulatory concerns in consumer protection, antitrust and investor protection, and enforcement action by the FDA, SEC, FTC and other federal regulatory agencies.

MBA 6110  Ethical Leadership and the Behavior of Organizations  3 credits

Leaders – senior managers - must be aware of their rights and obligations under federal laws and federal agency regulations, but they must also clearly understand the impact of their values and their “business ethics” upon the behavior of an organization. Thus, this course builds upon an understanding of the regulatory environments in which organizations compete and operate, but is focused on (1) ethical concepts, ethical challenges, and ethical dilemmas related to managing and leading an organization; (2) leadership, power, and the manager’s role; and (3) organizations as systems, macro-organizational behavior, and organizational development and change.

MBA 6200  Managerial Accounting  3 credits

Managerial Accounting will take the student beyond the preparation of financial statements and cost accumulation to the analysis of accounting information and the decision making policies and procedures that are enhanced by the systematic collection and reporting of financial data. Topics include cost analysis for decision-making and performance evaluation; strategic cost analysis; management control systems; income measurement; assets and liabilities; income taxes; statements of change in financial position; and capital budgeting. The emphasis of this course will be on the application of acquired accounting information and analytical techniques, to problem resolution and decision-making.

MBA 6210  Strategic Financial Management  3 credits

This course provides an opportunity to learn about investment and financing. The investment decision allocates scarce resources for projects in the organization and involves asset valuation, capital budgeting, and time value of money, risk management, and working capital management. The financing decision determines sources of cash to finance the investment decisions and involves capital structure, financial instruments, the risk-return Trade-off, financial planning, and the cost of capital. Ethical considerations and management in the global context are integrated into these topics. The emphasis of this course will be on the application of acquired financial information and analytical techniques, to problem solving and decision-making.

MBA 6300  Strategic Managerial Economics  3 credits

This course uses economic theory and tools to examine how a firm can make optimal managerial decisions in the face of the constraints it faces. It looks at three levels. First, it uses the theory of the firm as a unifying theme to examine the managerial decision-making process. Second, it then introduces a number of special topics such as firm architecture, industry analysis and competitive strategy, risk management, and international economies of scale. Third, it introduces an international view into managerial economics to reflect the globalization of production, distribution, and competition in today's world.

MBA 6310  Quantitative Analysis for Managers  3 credits

This course provides an overview of many of the statistical and analytical tools available to assist managers in analysis and decision making process. Concepts will be drawn from such disciplines as mathematics, statistics, production, marketing, finance, economics, and decision theory. This course takes a mixed methodology research approach incorporating quantitative and qualitative analysis. The concepts will be covered and implemented using various computer applications and critical analysis.

MBA 6400  Management of Information and Technology  3 credits

Information Technology is an integral discipline in establishing the competitive positioning of businesses and how they are managed. The infrastructure of business organizations relies on the IT structure and is a part of determining the strategy of the organization. The strategies of goal setting,
positioning, and communications influences the success of an organization. Through use of case studies and hands-on technical sessions, this course will explore the process a manager follows in order to make informed decisions regarding the planning, implementation, and use of information and technology within an organization.

**MBA 6410 Strategic Marketing 3 credits**
This course stresses the strategic application of broadly accepted marketing concepts to the ever-changing global markets of today. The students will explore the strategic role of marketing within business firms and nonprofit organizations. Topics will include: industry and competitive analysis, customer analysis and consumer behavior, market segmentation, market research, distribution channel policy, product policy and strategy, pricing policy, advertising, sales force management, brand management, industry marketing, and services marketing. Based on weekly cases, readings, lectures, and research students will prepare weekly presentations to enhance discussion of the topics.

**MBA 6500 The Strategic Process and Planning 3 credits**
This course examines business and corporate strategy. The focus is on strategic management, the process of choosing and defining purposes and objectives, formulating and implementing a viable strategy and monitoring strategic performance. The course develops a structure for strategic decision-making, which may be applied to all analytical challenges in the MBA program. Student cohort teams will develop their expertise using strategic analysis tools.

**MBA 6510 Supply Chain Management and Operations Analysis 3 credits**
This course helps students develop an understanding of the concepts and skills needed for the design and control of operations for service and manufacturing organizations. Operations management is a central skill for all managers, in every function, in both manufacturing and service businesses; as well as non-profit and military organizations. We take a strategic approach to the design of an “Operating System” with a focus on the strategic role of operations and technology decisions; and an emphasis on the integration of R&D, operations, and marketing. The course will emphasize the analyses and techniques that are useful in making decisions on production facilities and capacity, choices of technology and equipment, process design, human resources, and control of operations.

**MBA 7600 Contemporary Issues in Strategic Leadership 3 credits**
As a foundation for the Capstone Project, this seminar is designed to explore changing issues that strategic managers face in the global business and organizational environment. Contemporary topics will be introduced and students will use past course materials and knowledge learned as well as personal business experiences to complete presentations and projects on current issues in management and leadership. The Capstone Project will be introduced and the project scope will be defined.

**MBA 7610 Strategic Leadership Capstone Project 3 credits**
The Strategic Leadership Capstone Project requires students to demonstrate competency in the four core themes and in business disciplines through the application of their broad knowledge in a project for a sponsoring firm. Working with faculty mentors and a sponsoring organization, students will act as consultants to the organization, working on a well-defined “set of deliverables” that will address a multifunctional, “real-life”, business issue. Where applicable, students may choose a “Global Component” to their capstone experience, which may include overseas travel. Countries and companies change with each course. Students who cannot take advantage of the global experience will continue with the “Domestic Component” to the project. The Capstone Project will be formally presented to the sponsoring organization, fellow students, faculty and friends at the end of the course.