The Babson MBA Blended Learning program curriculum consists of a combination of core courses, signature learning experiences, and electives totaling 46 credits over 21 months.

**SIGNATURE LEARNING EXPERIENCE** The Babson MBA incorporates Signature Learning Experiences (SLEs) into the curriculum to develop entrepreneurial leaders. These courses and educational activities occur throughout the program, giving students the opportunity to integrate the knowledge gained in the classroom and apply it to entrepreneurial decision making through action learning. SLEs challenge students to apply their business skills for complex problem-solving and frequently provide an opportunity to practice leadership and teamwork skills, apply ethical and socially responsible reasoning, and examine decisions in the context of a global and ever changing economic environment.

**STARTUP RESIDENCY WEEK (MBA7400)** The StartUp Residency Week will focus on Entrepreneurial Thought and Action®, team building, and technology. In addition to sessions on Ideas and Barriers to Innovation, students will participate in a competitive, computer-based simulation (Techmark), develop processes that will support virtual and in-person teamwork, take their first classes in Entrepreneurship and Leadership, and attend a variety of networking events.

**CORE COURSES**

**CORE 1**

- **Entrepreneurship and Opportunity (EPS7200)** This course provides an overview of the entrepreneurship method that will enable you to create, identify, assess, shape, and act on opportunities in a variety of contexts and organizations. The method, called Entrepreneurial Thought and Action® (ET&A), is teachable and learnable, but is not predictable. This is a results-oriented course that emphasizes early action in order to test and refine new venture concepts.

- **Creating and Leading Effective Organizations (MOB7200)** This course studies the core issues of entrepreneurial leadership: how to get things done when you can’t give orders, how to develop influence and build effective teams and organizations, and how to design and implement management structures and processes for high performance. There will be opportunity for practicing influence, stakeholder analysis, and action planning skills.

**CORE 2**

- **Financial Reporting (ACC7200)** Whether you are starting your own business, working in the not-for-profit sector, managing your personal finances, or working for a large corporation, you will need to be able to incorporate financial information into your decision-making process. The purpose of this course is to review the concepts surrounding financial reporting and to emphasize the importance of being an informed user of financial information. Financial reports also will be analyzed across companies, industries, and countries, providing linkages to entrepreneurial and strategic decision making. The course also addresses the ethical responsibility managers have to carry out their fiduciary responsibility to all stakeholders of the company, including the growth in corporate social responsibility reporting and how companies are incorporating this information into their reports and websites.
• **Managing Talent: Your Own and Others (MOB7201)** The purpose of this SLE is to think strategically about the management of talent, your own in particular, but also the talents of those with whom you work. Talent management and development is the key to leveraging that most important of all business assets: people. This is an action-oriented course that will require you to self-assess, reflect, obtain feedback and create a development plan for attaining your career goals. Such an experience often equips individuals with the skills and desire to reassess how talent is managed and developed in their current organizations. In this course, you will learn how to effectively deploy your own talent and build the ability to identify and help to develop talent in others.

CORE 3

• **Strategy (MOB7202)** This course focuses on strategic and competitive analysis to enable entrepreneurial action. How should we position our business strategically to compete effectively? What sources of competitive advantage can we create, exploit and sustain? What capabilities do we need to launch the business, grow the business, and adapt successfully to changes in the environment?

• **Data, Models and Decisions (QTM7200)** This course is concerned with identifying variation, measuring it, and managing it to make informed decisions. Topics include: numerical and graphical description of data, confidence intervals, hypothesis testing, regression, decision analysis, and simulation. Applications to Economics, Finance, Marketing, and Operations illustrate the use of these quantitative tools in applied contexts. The course utilizes spreadsheet, statistical, and simulation software.

CORE 4

• **Introduction to Financial Management (FIN7200)** This course introduces the managerial finance skills required of effective business managers operating in all functional areas of an organization as they seek to create shareholder value. Covers basic corporate finance topics including financial analysis, construction of pro forma financial statements and forecasting cash flows, the relationship between risk and return, the cost of capital, discounting future cash flows, assessing the viability of projects and capital budgeting, financing and capital structure issues, and the valuation of stock, bonds, firms and other entities.

• **Law (LAW7200)** This course teaches students to create business structures and make business decisions that effectively manage legal issues in order to create and capture value for their business while managing law-related risks.

CORE 5

• **Marketing (MKT7200)** This course provides frameworks and analytical techniques that the enterprise should use to develop a discerning sense of the market and to engage the market in a way that distinctive value is created for and delivered to the customers.

• **Managerial Economics (ECN7200)** This course provides a framework for systematic analysis of consumer and firm’s choices in light of global market dynamics to create and capture value given the firm’s and industry’s market structure. This framework is used to explain firm adjustment to changes in market conditions, as well as to changes in government policies and laws. While the course focuses on understanding how the value of the firm can be increased, it also addresses broader questions of efficiency, equity and sustainability.
**CORE 6**

- *Managing at the Crossroads: Business, Government, and the International Economy (ECN7201)* This course focuses on domestic and international cause-and-effect relationships among credit markets, goods and services markets, and foreign exchange markets. This global framework is used to explain the effect that economic, social, and/or political shocks have on a nation’s growth and prosperity.

- *Global Connections Through Technology (MIS7200)* This course is an information technology course that educates knowledge workers to use information and technology to think and act entrepreneurially to create and sustain social and economic value in a global environment.

**DISRUPTIVE CHANGE AND ENTERPRISE TRANSFORMATION (MBA7401)**

This SLE is a 3½-day intensive, executive-style workshop predicated on a central question for all entrepreneurial managers and leaders: How best to prepare oneself and one’s enterprise – be it a for-profit, a not-for-profit, or a social enterprise – to thrive in tomorrow’s world? A world that will be disruptively different from yesterday’s world because of fundamental shifts in consumer needs and preferences, social mores, globalization, scientific and technological knowledge and application, environmental consciousness, governance context, and governmental regulation and oversight. Arguably, nowhere are such industry-realigning ”tectonic shifts” more evident than in the spaces of energy, media, and life sciences, and these three spaces will be the focus of the workshop. Selectively integrating concepts and tools from entrepreneurship, innovation, technology, marketing, finance, sustainability, and design thinking, the workshop will immerse students in making sense of the disruptive forces at play, visioning the plausible shifts that may result in the ecology of the respective industry landscapes, and recommending how individual players should transform their enterprises so, as instigators, enablers (or disablers), victims, or witnesses of the disruptive change, they might be better prepared to thrive in the emerging world.

**CORE 7**

- *Technology and Operations Management (OPS7200)* This course introduces students to the fundamental components of a firm’s operating systems, be it a mature enterprise or an early stage company. The course introduces the new methods and models to analyze, diagnose and improve operations activities for both manufacturing and service firms. We examine key issues for competitiveness including operations strategy, innovation, product and process design and development, global supply chain management, quality management, and sustainable operations. Developing a strong appreciation for the contribution of technology and operations to a company’s market success is an essential element of effective decision-making for entrepreneurs and leaders of all types of organizations.

- *Measuring and Managing Strategic Performance (ACC7201)* Measuring & Managing Strategic Performance (MMSP) – This course is focused on the connection between strategy execution and profitability. Students develop skills in quantitatively-grounded logical analysis in order to be able to:
  - Judge the financial feasibility of plans for launching new businesses or for redesigning existing ones.
  - Grow profitable and sustainable ventures.
  - Create business models that make money.
ELECTIVES (12 credits total)

A choice of general management courses are offered in the selection of Blended Learning electives and may include courses such as:

- Brand Management
- Entrepreneurial Finance
- Global Strategic Management
- M & A for Entrepreneurs
- Managing a Growing Business
- Negotiations
- Decisions
- Global Marketing Strategy
- Product Management

Electives offered in the Blended Learning Program are 3 credits each.

**Elective Set 1 (7 weeks)**

Two electives may be taken in this time frame.

**Elective Set 2 (7 weeks)**

Two electives may be taken in this time frame.

In addition to the Blended Learning-specific electives, students may choose from the following options when available during their assigned elective period: blended/intensive electives, on-campus electives, selected Babson Executive Education courses, Electives Abroad, Management Consulting Field Experience Projects (MCFE), and independent research.

**Capstone: Corporate Entrepreneurship (MBA7402)**

The Corporate Entrepreneurship capstone course is an SLE with three learning objectives:

- Integrate and apply accumulated learning experiences since the beginning of the Blended Learning MBA program
- Explore creativity, innovation, and entrepreneurship in greater depth—in corporate and in greenfield settings
- Develop a penetrating understanding of the process required to create something of significant value out of almost nothing

Students form teams and develop a business plan based on either a project identified within their companies or a greenfield project.