FALL AND SPRING SEMESTER

LEADING ENTREPRENEURIAL ACTION PROJECT (LEAP)
(4.5 credits per semester)
LEAP is a yearlong experiential course and serves as the foundation for the Master of Science in Management in Entrepreneurial Leadership (MSEL) program. The course is designed as an interdisciplinary learning experience that integrates design, entrepreneurship, and organizational behavior. In this project-based course students work in small, independent groups as they identify, design, develop, and prepare to launch a new opportunity. Students will develop a deep understanding of the intersection between design principles and fundamentals of entrepreneurship. Students also will learn how to work effectively in a group and organization, critical to the success of any new opportunity.

CREATING YOU: BUILDING YOUR PROFESSIONAL LIFE
(1.5 credits per semester)
Creating You is designed to prepare students for the lifelong process of building and managing their career in a global context. Becoming an entrepreneurial leader is a process of self-discovery and self-creation that is enhanced by time for active experimentation and reflection. This course will guide students through the process of developing their professional identity and foster the skills necessary to navigate the journey after graduation.

COACHING EXPERIENCE
This experience takes place twice during the year in connection with the Creating You course. You will share your passion and knowledge about new venture creation through Babson’s partnership with the Network For Teaching Entrepreneurship. You’ll have the opportunity to coach aspiring high school entrepreneurs in low income communities in fall and spring.

FALL SEMESTER (15 credits including LEAP & CREATING YOU)

CLUSTER A: LINK – CREATING A VALUE DELIVERY SYSTEM BY LINKING RESOURCES TO MARKET
(4.5 credits: 1.5 credits/course)
LINK is an integrated course-set that focuses on the connections among markets, resources, and value delivery systems. The cluster integrates classical functions of Marketing, Operations, and Managerial Accounting through the lens of the Entrepreneurial Experience. It complements the Leading Entrepreneurial Action Project (LEAP) with consideration of managing established enterprises, meeting the challenges of growth, and responsible stewardship of resources in the service of value creation for multiple stakeholders.

Marketing Management
A competitive advantage in today’s world requires a unique blending of internal capabilities and external partners so as to achieve a profitable customer orientation. This course will enable students to understand and utilize resources to craft a value proposition that will entice and satisfy the many demands of the marketplace. An understanding of both upstream and downstream activities will offer students an inside look at the nature of successful innovation that leads to marketplace success.

Operations Management
In enterprises of any kind, managing operations effectively is essential to success. The course explores the role of operations in enabling a firm’s strategy, affecting its business model, and in creating extensible systems to capture value for multiple stakeholder classes. Students will identify critical systems, design solutions, and apply problem-solving practices in ways that could potentially reset competitive conventions or enable a new initiative or venture to overcome constraints posed by a nascent & uncertain operating environment.
Resource Planning and Control (Managerial Accounting)
This course empowers students with the quantitative skills and logical analysis required to evaluate the financial feasibility of strategic opportunities such as entering new markets, pursuing new customers, or introducing new products or processes. Managerial Accounting methods are also used to construct profitable business models for new or existing ventures. Asking the simple questions “What is the business model?” and “How will this strategy create a return for the owners?” the course emphasizes that financial analysis should be performed ex ante to screen ideas so entrepreneurs and organizations can get maximum value from their resources. While cases in this course are primarily focused on profit-seeking entities, managerial accounting skills may be successfully applied to any venture with an imperative to accomplish challenging strategic goals while using resources efficiently.

CLUSTER B: FROM MANAGING DATA TO MAKING DECISIONS
(4.5 credits: 1.5 credits/course)
From Managing Data to Making Decisions is a cluster of three courses disciplines -- Economics, Quantitative Methods and Information Technology -- that share a common focus on data as an organizational asset that supports good decision making. Data should be collected, managed, analyzed, and valued attending to its properties, business needs, and market conditions. Results of data analysis need to be communicated in a timely and effective manner to internal and external constituencies to better inform organizational decisions.

Data Exploration (Quantitative Methods)
Data is valuable when it is used to make good decisions and avoid bad ones. We consider the value of data as a resource by studying how the variety of information available can be displayed, interpreted and communicated. Students will see the different approaches suggested by both traditional statistical methods and the recent advances in big data analytics. The course will emphasize the ways in which managers and entrepreneurs are both producers and consumers of data.

Information Technology
This course prepares students to become digital innovators—global entrepreneurs and business leaders who can make strategic business decisions involving data, digital products, and digital services; experiment with information technologies and platforms; build and work in diverse teams; and create social, environmental and economic value from data in a business context.

Entrepreneurial Economics
This course applies economic theory to decisions faced by entrepreneurs such as pricing, investment, data usage and ethics. A primary focus of this course will be on using data to improve strategic decision making. Students will be encouraged to think about the strategic implications of decisions - using both theory and data to support, validate and revise decisions as needed. Entrepreneurial leaders are challenged in the global marketplace to effectively communicate not only the results of analysis but the rationale for decisions.

WINTER TERM (3 credits)

GLOBAL ENTREPRENEURSHIP EXPERIENCE
(3 credits)
At Babson, we consider a global mindset necessary for the 21st century. In addition to learning from the diversity of students in the program, in this course students will explore entrepreneurial ecosystems in a context different than the one in which they grew up. Groups of approximately 25 students will travel with instructors to other regions of the world to engage with locals on topics of entrepreneurial concern. Travel for this course occurs for 8-12 days during winter term and the course includes pre-departure preparation sessions, as well as post-return reflection exercises.
SPRING SEMESTER (12 credits including LEAP & CREATING YOU)

STRATEGY AND CONSULTING
(3 credits)
The goal of this course is to develop knowledge and skills needed to understand and evaluate a firm’s strategy as an analyst, recommend future strategic actions as a consultant, and manage the strategic direction of a firm as a manager. By the end of the course, students will: become familiar with the analytical tools used to perform dynamic industry analyses; discover how competitors’ different competitive positionings respond to, and build on, industry structures; understand the nature of competitive dynamics in an industry; discover the link between competitive positioning, internal capabilities, and business model development; understand the specificities of competing in a variety of industries and countries simultaneously; and develop the ability to search for, identify, and research diverse strategic issues, challenges and opportunities, and to design and develop innovative solutions. An important part of the course is devoted to a real-life consulting project, in which students work as a team to develop a strategic recommendation for a partner firm.

STRATEGIC ANALYSIS CONSULTING PROJECT (SACP)
As part of the strategy course, all students will take part in a nine-week strategy consulting experience in which they will be assigned to apply strategic problem-solving skills to a local client. The Strategic Analysis Project will allow students to transform their analytical skills into a practical and valuable work experience. Students will visit their client’s location throughout the semester to identify the firm’s key issue, develop a set of options, and present findings and recommendations to the client firms’ management.

Finance for Entrepreneurs
(1.5 credits)
This course will translate established principles and tools from corporate finance into the entrepreneurial environment. Specific topics include milestones and staging, alternative forms of funding, forecasting for new ventures, financial strategy, and valuation. Through hands on workshops and case studies, students will learn how to negotiate funding terms and establish metrics that will maximize the value of their entrepreneurial investment.

Law
(1.5 credits)
In this course students will learn legal considerations for venture formation such as legal form, ownership structure, intellectual property, liability law, and legal aspects of financing. This course is integrated into the LEAP course in the Spring semester, so that students will explore these legal concepts in the context of their LEAP projects.

QUESTIONS?
If you have any questions, please contact the Office of Graduate Admissions at 781-239-4317.