CURRICULUM INFORMATION AND PLANNING YOUR COURSE OF STUDY

BABSON EVENING MBA PROGRAM
The Babson MBA Evening Program curriculum consists of a combination of core courses, signature learning experiences, and elective courses totaling 55 credits.

**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.

**CORE COURSES (28 credits)**

**CLUSTER A**

- **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.

- **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.

- **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.

- **Feasibility Analysis (SLE)** Once you have an idea in mind, the next step is to analyze its feasibility. Feasibility is critical, whether you are interested in new venture creation, corporate or social entrepreneurship, or any new project or process. In this project, you’ll work to understand the customer group and its needs, assess the durability of the opportunity, understand the competitive landscape and identify possible business models that provide value to both the business and its stakeholders, most notably customers.
CLUSTER B

- **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.

- **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.

- **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.

- **Socially Responsible Managerial Decision Making (SLE)** Integrating business strategy with corporate social responsibility is a challenge for almost any company, especially when a “people vs. profits” scenario arises. Using a case from the pharmaceutical industry, students will debate the responsibilities a firm has toward its shareholders, employees, customers and other stakeholders, and how decisions should be made when the interests of different stakeholders conflict.

CLUSTER C

- **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)** 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

- **Gazogle Simulation (SLE)**
CLUSTER D

- **Managing at the Crossroads: Business 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 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.

- **Offshore Debate (SLE)** Student teams will take on assigned roles representing different sides of the very real and on-going “offshoring” debate.

CLUSTER E

- **Managing Talent: Your Own and Others (MOB7201)** The purpose of this course 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 talent, and build the ability to identify and help to develop talent in others.

- **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.

- **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. The course 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.

CLUSTER F

- **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?

- **Capstone: The CEO (MBA7201) (SLE)** Complementing the Strategy course and integrated with it, the Evening MBA capstone course is focused on the job, perspective, and agenda of the CEO because the CEO is ultimately responsible for a company’s strategy and its overall performance. It also is an occasion for students to draw upon the knowledge gained from other core and elective courses taken in the program.

ELECTIVE COURSES (27 credits)

Babson’s MBA elective curriculum provides an excellent opportunity for students to build on the foundational knowledge learned during required core curriculum classes and to align educational goals with post-graduation plans. Further, should a student choose to focus their electives in a particular area, a concentration can be selected.
TIPS FOR CURRICULUM PLANNING
The Babson MBA via the Evening Program provides the opportunity to fulfill degree requirements at an individual’s pace, which can be varied each semester depending on professional or personal demands.

COURSE FORMATS

**3-CREDIT ELECTIVE COURSE**
One evening per week from 6:30 – 9 p.m. for 14 weeks

**2-CREDIT CORE COURSE**
One evening per week from 6:30 – 9:30 p.m. for 7 weeks, plus a 3 hour online session, and a 2 hour integrated session

**1.5-CREDIT ELECTIVE**
One evening per week from 6:30 – 9:15 p.m. for 7 weeks

**1-CREDIT CORE COURSE**
Four evenings per semester from 6:30 – 9:30 p.m. or three evenings per semester from 6:30-9:30 p.m., plus a 2.5 hour asynchronous case discussion, and a 1 hour synchronous case discussion

WORKLOAD
Most students find 6 to 8 credits per semester to be a maximum course load on top of a full-time position. If you do not wish to enroll in this many credits in your first semester, you may consider taking 1 to 4 credits. Each individual should take into account his or her personal situation. For example, if you feel you need additional background in quantitative or other skills, you may want to take a lighter course load when first taking a course in this area. As you consider your weekly commitment to classes, you should assume a minimum of two hours of homework for every one hour of class time.

WAIVER EXAMINATIONS
If you believe that you have mastered the content of a course, but were not eligible to receive advanced standing credit, you may take a waiver examination for many of the core courses. Contact Graduate Programs at 781-239-4474 or gradprograms@babson.edu for more information. All waiver examinations must be completed during your first semester.

SAMPLE COURSE SCHEDULE
Below are some examples of semester schedules.

**6 CREDITS**
Creating and Leading Effective Organizations
Entrepreneurship and Opportunity
Financial Reporting

**5 CREDITS**
Creating and Leading Effective Organizations
Entrepreneurship and Opportunity
Law

**4 CREDITS**
Creating and Leading Effective Organizations
Entrepreneurship and Opportunity

**3 CREDITS**
Stand-alone, 2-credit course (if you received advanced standing credit for one-part of a cluster)
Managing Talent: Your Own and Others

**2 CREDITS**
Managing Talent: Your Own and Others
Law
PLANNING AHEAD
One of the ways to track your academic progress is through the Course Planning Chart. As you plan ahead, you also should consider course prerequisites. As a helpful starting point, below are the core courses that have prerequisites.

ACC7201 Measuring and Managing Strategic Performance requires that you have previously completed ACC7200 Financial Reporting.

ECN7201 Managing at the Crossroads: Business, Government, and the International Economy requires that you have previously completed ECN7200 Managerial Economics.

MOB7202 Strategy and MBA7201 Capstone: The CEO requires that you have previously completed:

**CLUSTER A:**
Creating and Leading Effective Organizations
Entrepreneurship and Opportunity
Financial Reporting

**CLUSTER B:**
Managerial Economics
Marketing
Data, Models and Decisions

**CLUSTER C:**
Technology and Operations Management
Measuring and Managing Strategic Performance

**CLUSTER D:**
Managing at the Crossroads: Business, Government and the International Economy
Global Connections Through Technology

**CLUSTER E:**
Managing Talent: Your Own and Others
Law
Introduction to Financial Management

In planning your course curriculum, please note that the fall and spring semesters offer the greatest selection of courses. The summer sessions offer significantly fewer courses and the schedule is largely comprised of core courses. Therefore, during the summer sessions you may want to plan on completing a core course or consider an alternative course format, such as independent research.

**ELECTIVE COURSE FORMATS**
You may wish to consider alternative course formats as you progress through the program. For example, you may take up to 6 credits of intensive electives. These 1.5-credit elective courses provide a “deep dive” into a subject area. Typically, they take place during a Friday evening and two full Saturdays with some pre-work and post-work. They are usually offered during the winter break, spring break, and summer sessions.

As an Evening student, you also may complete Babson Executive and Enterprise Education courses that have been approved to transfer in as credit toward your Babson MBA. Students attend these three- to five-day courses with high-level executives from outside the Babson community. Courses include such topics as Leadership and Influence and Corporate Entrepreneurship.

Additionally, you may earn up to 6 credits by completing independent research. Many students find this option to be flexible as there are no set weekly meetings. Also, students often generate a research project around their current position or a specific interest.

An Evening student is eligible to complete independent research once he or she has earned 28 credits. If you have any questions prior to your enrollment at Babson, please contact the Office of Graduate Admissions at 781-239-5591. If you have questions once you have started the program, please contact Graduate Programs at 781-239-4474 or gradprograms@babson.edu.