The Babson One-Year MBA program curriculum consists of a combination of core courses, signature learning experiences, and electives totaling 40.5 credits.

**MODULE I (4.5 credits)**

**ENTREPRENEURIAL THOUGHT AND ACTION: CREATING AND SCALING EFFECTIVE BUSINESSES**

Module 1 sets the stage for Babson’s focus on entrepreneurial and creative thinking in management. Your coursework over the eight week period will be in five academic streams: Entrepreneurship; Financial Reporting; Strategy; Data, Models and Decisions; and Law. In addition, you will work in teams on integrative activities we call “signature learning experiences.”

**ACADEMIC STREAMS**

- **Entrepreneurship & 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.

- **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.

- **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.
SIGNATURE LEARNING EXPERIENCES (SLE) 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.

- **Adventure Learning** In Module 1 you’ll also start tackling the question of how to build effective teams. In an afternoon set of outdoor activities, you’ll get insights into your own and your peers’ behavior in teams. You’ll also have an opportunity to practice giving and receiving feedback, and use tools to help others contribute positively to team endeavors.

- **Feasibility Analysis** 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.

**MODULE II (4.5 credits)**

**MANAGING FOR VALUE CREATION**
Module II develops and applies an integrated approach to value creation. Students are introduced to the analytical tools and perspectives essential to the creation of value for multiple stakeholders, including shareholders, customers, and society. These tools are applied and extended using a variety of case studies, exercises, and other action-learning methodologies. Four academic disciplines are covered in Module II: marketing, managerial economics, corporate finance, and organizational leadership.

**ACADEMIC STREAMS**

- **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.

- **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.

- **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.
• *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.

**SIGNATURE LEARNING EXPERIENCES (SLE)**

• *Socially Responsible Managerial Decision-Making* 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.

**MODULE III (4.5 credits)**

**CREATING AND SUSTAINING ORGANIZATIONAL EFFECTIVENESS IN A GLOBALLY CONNECTED ENVIRONMENT**

Module three builds on the earlier modules’ themes of opportunity identification and assessment by developing students’ ability to create and manage systems to capture those opportunities. This module focuses on building and implementing competitive capabilities and developing high performance organizations to drive value creation in complex and changing environments. It also introduces concepts and tools for managers to succeed in a rapidly changing global environment, where economies are increasingly integrated and carefully designed information strategy and execution are vital to competition. Academic disciplines: managerial accounting, macroeconomics, technology, and operations.

**ACADEMIC STREAMS**

• *Measuring & 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.

• *Technology & 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.

• *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 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.
• **Capstone: Simulation Experience (MBA7150)** In Mod III One-Year students will engage in a cross-functional business simulation that focuses on strategic and operational decision making. The simulation will test the ability to make decisions, take calculated risks, and effectively work with others in uncertain circumstances. Students will work with a new team of classmates to grow your business during several simulated years in the life of your company.

**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.