The Babson Two-Year MBA program curriculum consists of a combination of core courses, signature learning experiences, and electives totaling 55 credits.

MODULE I (8 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 four academic streams: Entrepreneurship; Financial Reporting; Strategy; and Data, Models and Decisions. 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 & Action® (ETA), 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 will also 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.
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.

- **Creating** Where do great ideas come from? Creating is the first step in entrepreneurial thought and action. You will explore and experience something new. We will give you a challenge to take risks, make a difference, be innovative and unconventional. Your group will then perform or share a creativity presentation for your MBA peers, faculty, and the Babson community.

- **Team Process Day** In Module 1 you’ll also start tackling the question of how to build effective teams. In a day-long set of indoor and 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 (7 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 business law.

**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. 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.

**SIGNATURE LEARNING EXPERIENCES (SLE)**

- **Demand Sizing and Forecasting** How do you turn market data into usable information for your business? This exercise gives students first-hand experience in handling data for the purpose of explaining and predicting the size of demand. Using publicly available data, students will apply tools from managerial economics and marketing to analyze the market(s), leading into a broader discussion of analytics in market analysis, market forecasting and identifying the drivers of demand.

- **Market Segmentation and Price Discrimination** Price discrimination applied to different market segments is a proven way to increase profits under certain conditions. In this session, students will analyze the different target market segments of a software company, compute optimal pricing for different versions of the software, consider the costs and benefits of “versioning”, and discuss the pricing challenges of zero-marginal-cost products.

- **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.

**SPRING KICKOFF (1 credit)**

**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 own talent and build the ability to identify and help to develop talent in others.

**THE COURSE EXPERIENCE**

This course relies on an integrated, blended-learning pedagogy. The work of managing your own talent begins as you enter Babson’s MBA Program and you will have an opportunity to meet your integrated course delivery team, including Organization Behavior faculty members and Center for Career Development professionals. Your first task will be to begin to build a Feedback Portfolio using a variety of online assessment tools, particularly the Babson Multi-Rater Feedback 360° survey. This web based survey tool, developed here at the College, will help you gain feedback from former work colleagues (willing to help) as well as from your Babson peers as you move through the first semester. This activity will help you build a comprehensive sense of your strengths and weaknesses from a variety of perspectives, taking you well beyond the feedback you’ll receive through graded assignments in class. As preparation for your work in January, we’ll also ask you to complete self-assessments of your career interests and your leadership style. (You will receive these reports in person when we move to the face-to-face portion of the course. The reports from these online assessments are yours for development purposes and are not graded.)
The course culminates in an intensive four-day session that kicks off the start of Module 3. During this classroom time you’ll work to build the skills needed to create a robust personal development plan, one that will provide you with a career vision to guide your work through subsequent semesters at Babson, and beyond. Through case discussions and readings you’ll be exposed to key talent development concepts including the use of competency theory, how competencies develop, the role of experience as a driver for learning and development, feedback and reflection, how developmental coaching guides talent management and the organizational factors that promote, and inhibit, the creation of value through talent.

You’ll also receive the results of your Babson Multi-Rater Feedback Survey and Leadership self-assessment as well as a Career Anchors report to help you articulate your own interests in your career. This culminates in the creation of a graded development plan, an action oriented document that will help you identify key competencies important to your future, how to build those competencies through activities in and out of the classroom, and activities that can help you position yourself to better pursue your career goals.

This intensive culminates with students’ sharing of a draft of their development plan in an individual coaching session with a business leader, typically someone from your chosen field or industry of interest.

Throughout the fall, your career learning with the Center for Career Development will be closely integrated with the professional development objectives in Managing Talent: Your Own and Others; and in the Module 3 kick-off intensive your work will also integrate with BCAP. Finally, your development plan will be utilized in Mod 3 and 4 coursework in a variety of interesting ways. Ultimately, a development plan has to be a living document and it is our hope that you leave Managing Talent: Your Own and Others with a sound approach to promoting lifelong development.

MODULE III (6 credits)

CREATING AND SUSTAINING ORGANIZATIONAL EFFECTIVENESS

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. Three academic disciplines are the sources for coverage in Module III: Organization Behavior, Managerial Accounting, and Technology and Operations Management. In addition, this module marks the start of the BCAP course, a field-based Signature Learning Experience in which student teams apply an integrated problem-solving approach to develop solutions for client organizations. Module III also provides the opportunity for students to take an elective course of their choosing.

ACADEMIC STREAMS

- **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.

- **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.

Capstone: Babson Consulting Alliance Program (MBA7350) is the capstone course for the 2 Year MBA core in which students leverage Babson’s unique approach to Entrepreneurial Thought and Action™ through field-based project consulting. Students are assigned to teams which work together, with an external partner organization (from across a wide array of industries) and with a BCAP Faculty Advisor to explore a real-time organizational opportunity or challenge and to create value-added solutions that can be implemented by the organization.

The types of organizational challenges and opportunities give students a platform for integrating the conceptual and developmental tools of the entire first-year curriculum, sharpening and deepening their ability to analyze and frame complex problems, and effectively present findings and action recommendations (in both oral and written form) to the partner organization and to the Faculty Advisor. Throughout the project, there is an emphasis on expanding and refining the teamwork and leadership skills necessary for professional development.

SIGNATURE LEARNING EXPERIENCES (SLE)

- Gazogle Simulation
- Sustainability Initiative at your BCAP Client Evaluate entrepreneurial thought and action (ETA) opportunities at your BCAP company, or at an organization in the value chain of your BCAP company, and taking the perspective of an outside consultant consider how would you mobilize talent and other resources to drive a sustainability initiative. Develop specific and actionable recommendations for your BCAP/other company.

SPRING ELECTIVE(S) (3 credits)

Elective Options for Spring

Students are required to take a minimum of one elective* in the spring semester of their first year. This elective provides students the opportunity to take a deep dive into a discipline of their choosing that aligns with their career goals.

Please note the below list is not comprehensive and additional course options will be discussed during the elective town meeting.

Day: Monday
Time: 1:40 – 4:10
Credit: 3 credit hours
EPS7500 Entrepreneurship
Interdisciplinary course that focuses on all aspects of starting a new business, with emphasis on the critical role of recognizing and creating opportunities. Topics include attributes of entrepreneurs and entrepreneurial careers, evaluating opportunities, writing business plans, and financing the venture.

FIN7502 Capital Markets
This course provides an overview of modern capital markets and is intended both for students who are not concentrating in finance (but want to learn more about how markets work) as well as for finance concentrators. The course considers the domestic and the global aspects of capital markets. It begins by studying the basics of fixed income markets, concentrating on determinants of the yield curve and the term structure of interest rates. It then discusses options and other simple derivatives, including their pricing and how they are traded. Corporate, sovereign, and municipal bond markets, including credit default swaps, are studied. We then discuss the interaction between financial markets and financial institutions, including the mortgage markets, mutual funds, commercial banks, investment banks, and hedge funds. The course concludes with equity markets and new electronic equity trading facilities.

MOB7520 Corporate Strategies
Focuses on alternatives and challenges companies face in deciding what businesses they should be in and then building and actively managing business portfolios which deliver attractive and sustainable returns from those strategic choices. Provides comprehensive and critical review of concepts and analytical tools companies and consultants use in devising corporate strategies. Coverage includes merits and success factors of different strategic investment vehicles in building business portfolios—greenfield expansion, acquisitions, joint ventures, and corporate venture capital programs. Case examples range from small, young companies to large multinationals. Target audience: those contemplating careers in strategy consulting, new business development, and general management.

MKT7510 Marketing Research Analysis
The objective of this course is to provide a fundamental understanding of marketing research and analysis. Marketing research is an organized way of developing and providing information for decision making purposes. The quality of information depends on the care exercised at each step of the marketing research process. These steps include problem definition, research design, data collection methods, questionnaire design, measurement, sampling, data analysis, and interpretation.

This class will examine all steps of the market research process. Both the qualitative and quantitative aspects of research will be emphasized. The first part of the class will focus on the research process and design. In this section students will learn how to formulate a research problem, determine a research design, evaluate methods for data collection, and develop instruments for data collection. The second part of the class will focus on how to analyze the data using SPSS, and how to recommend the appropriate action to management.

A course project provides students with the opportunity to integrate the steps in the marketing research process discussed in class. The project will allow students to conduct an actual research project from problem definition through a final report.

*Students can request to take a second elective, but it must be approved by their Academic Advisor in GPSA.

MODULE IV (6 credits)

GROWING AND CREATING NEW BUSINESSES IN A GLOBALLY CONNECTED ENVIRONMENT
Module IV 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 STREAMS**

- **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

- **Babson Consulting Alliance Program cont. (BCAP)** One of Babson’s signature learning experiences is the Babson Consulting Alliance Program (BCAP). BCAP serves as the two-year core capstone and plays an integral role in helping students integrate their classroom knowledge into sound business practices. First-year MBA candidates are matched with alliance companies from industries in which they have expressed a career interest. Guided by an advisor, BCAP teams work directly with company representatives to complete a project. The BCAP project is designed to address specific alliance company needs and will focus on solutions to real business problems. Past projects have focused on topics such as market segmentation, organizational design, performance measurement, activity analysis, and costing skills that are developed in the MBA curriculum. Typically the project concludes with a written report and a presentation with recommendations from the team to company executives. Babson’s context of experiential learning involves a three part accountability structure: Peer group learning, an academic advisor and curriculum, and a client sponsor.