

# Master of Business Administration

Program Director: Jose A. Cordova

Norwich University's Master of Business Administration is specifically designed for working business professionals. The core curriculum covers the foundation of a traditional Master of Business Administration program and includes seminars in Finance, Operations, Strategic Resource Management, Marketing, and Strategic Management. Students may pursue a general MBA degree or focus their studies on one of three concentrations: Project Management, Organizational Leadership, or Finance.

The Master of Business Administration program, offered by the College of Graduate and Continuing Studies in partnership with the School of Business and Management, is fully accredited by the Accreditation Council of Business Schools and Programs, formerly known as the Association of Collegiate Business Schools and Programs (ACBSP). The mission of the ACBSP is to establish, promote, and recognize educational standards that contribute to the continuous improvement of business education and to recognize business schools that adhere to these standards. Additionally, the Project Management concentration in the Master of Business Administration degree is accredited by the PMI Global Accreditation Center for Project Management Education Programs (GAC).

At the center of the Master of Business Administration program is a rigorous academic environment emphasizing use of the case study in an interactive e-learning environment, mentoring relationships with faculty and extensive experiential learning. The program will develop

traits common among leaders in every profession — discipline, integrity, confidence, critical thinking, and adaptability.

The Master of Business Administration program is designed to provide the student with the knowledge and skills to become an effective business leader within all areas of business enterprise. The program has been designed to allow its graduates to demonstrate the following outcomes:

## Subject Knowledge:

- Develop a working knowledge of the key concepts of strategic resource management, managerial finance, marketing management, operations management, and strategic management.
- Understand and apply key concepts from primary functional areas of business management.

## Business Problem Solving:

- Acquire the critical and creative thinking skills to identify business problems and recommend implementable solutions that meet business objectives.
- Demonstrate an understanding of the process for solving business problems and making sound business decisions.
- Effective Written and Oral Communication:
  - Gain the ability to write and orally present ideas and proposals persuasively and effectively.
  - Follow the principles of effective communication when writing reports and making oral presentations.

## Curriculum Map

Semester 1	Credits	Semester 2	Credits	Semester 3	Credits
GB 511 Strategic Resources Management	6	GB 532 Strategic Marketing & Operations Management	6	Select one concentration course	6
GB 522 Managerial Finance	6	Select one concentration course	6	Select one concentration course	6
				GB 595 Residency <sup>1</sup>	0
	<b>12</b>		<b>12</b>		<b>12</b>
Total Credits: 36					

<sup>1</sup> Students are required to attend a one-week, on campus Residency Conference the June following or concurrent with their final course.

GB 595	Residency	0
Total Credits		18

## Curriculum Requirements

The MBA program is made up of six eleven-week seminars of six credits each. The seminars must be taken in the order presented and are strategically sequenced to build context as students move through the program. Following completion of the core courses, students may choose from four concentration areas, each of which consists of three seminars (18 credits): General MBA, Project Management, Finance, or Organizational Leadership. The program culminates with a one-week Residency and graduation ceremony at Norwich University in June.

### Core Seminars

GB 511	Strategic Resources Management	6
GB 522	Managerial Finance	6
GB 532	Strategic Marketing & Operations Management	6

### Culminating Academic Requirement

## Concentration Seminars

### General MBA Seminars

GB 552	International Business Management	6
GB 553	Organizational Leadership	6
GB 560	Strategic Management	6
Total Credits		18

### Project Management Seminars

GB 544	Project Management Techniques, Tools and Practices	6
GB 554	Project Management Leadership, Communications and Teams	6

GB 564	Strategic Management in Project Management	6
Total Credits		18

**Finance Seminars**

GB 545	Multinational Business Finance	6
GB 555	Investments and Portfolio Management	6
GB 565	Strategic Management in Finance	6
Total Credits		18

**Organizational Leadership Seminars**

OL 530	Leading Change in Organizations	6
OL 550	Strategic Organizational Behavior	6
OL 560	Strategic Organizational Leadership & Developing a Learning Organization	6
Total Credits		18

**Strategic Supply Chain Management Concentration**

The Supply Change Management Concentration focuses on three key areas of study:

1. Supply Chain Management - Strategy Planning and Operation
2. Supply Chain Management - Logistics Design and Execution
3. Supply Chain Management - Optimization

These three seminars will explore key supply chain concepts related to strategy, planning, processes, technologies, warehousing, distribution, transportation, procurement, contracts, networks, inventory, capacity, business operations, tools, supply and demand, forecasting and the language of supply chain management. Studies in these three seminars will provide a graduate MBA student with a solid foundation of supply chain management concepts, principles, application and assessment, with a focus on continuous improvement. In effect, addressing three important business questions related to supply chain management:

“What are we going to do?” (Strategy)

“How do we implement it? (Logistics)

“How do we improve upon what we are doing?” (Optimization)

**Strategic Supply Chain Management Seminars**

GB 547	Supply Chain Management Strategy, Planning and Operations	6
GB 557	Supply Chain Management Logistics, Design and Execution	6
GB 567	Supply Chain Management Assessment, Integration, and Optimization	6
Total Credits		18

**Construction Management Concentration**

The Construction Management concentration focuses on three key areas of study:

1. Project Management – Techniques, Tools and Practices
2. Contracts and Insurance in Construction
3. Project Finance and Accounting

The three seminars will explore key construction management concepts related to strategy, planning, processes, technologies, project management framework, project life cycle, project process and key project management knowledge areas. Additionally, project integration, scope, time, cost, quality, resource and schedule management will be studied. Other key areas of focus will be project management procurement and overall project communication requirements, risk characteristics of various construction contracts deliver methods, contractual formats/forms and the place that insurance and surety plays in the AEC arena. The emergence of new contractual forms from AIA, DBIA and the ConsensusDocs require a new perspective on contracts and project organization. This concentration will develop a strategic understanding of contract variables that span plans and specs to Project Delivery, construction project finance, accounting, and risk across all project stakeholders. Also addressed will be traditional financial arrangements as well as new models such as Public Private Partnerships and other unique joint ventures, and the language of supply chain management & logistics. Studies in these three seminars will provide a graduate MBA student with a solid foundation of construction management concepts, principles, application and assessment, with a focus on continuous improvement.

**Construction Management Seminars**

GB 544	Project Management Techniques, Tools and Practices	6
CE 539	Contracts and Insurance	6
CE 559	Project Finance and Accounting	6

**Comprehensive Exam**

Taking an outcomes assessment exam is a requirement of the Master of Business Administration program. A comprehensive exam is part of your graduation requirement. Your comprehensive exam will cover business concepts discussed throughout the program. The dates for the exam will be provided by the Norwich Staff during the last seminar of the program.

**One-Week Residency**

All degree candidates of the Master of Business Administration are required to attend a one-week Residency Conference (<http://catalog.norwich.edu/archives/2014-15/onlineprogramscatalog/mastersdegrees/residencyconferencerequirement>) on the Norwich University campus, during which they may attend professional presentations, participate in roundtable discussions with faculty, and present papers. The one-week residency is a degree requirement.

Faculty Member	Institution at which highest degree was earned
Jose Cordova, PhD (Program Director)	Ohio University
Magdalena Barreiro, PhD	Illinois Institute of Technology
Miguel Blanco, PhD	Universidad Rey Juan Carlos
Laurette Brady, MBA	St. Joseph's University
David Castle, PhD	Northcentral University
Robert Deemer, MBA	Pepperdine University
Carmen DePablos, PhD	Universidad Complutense de Madrid
Bashar Elkhatib, DBA	California Southern University - Irvine
Alan Harper, PhD	Capella University
Eric Harter, PhD	Case Western Reserve University

Thomas Luckett, PhD	Walden University
Mitchell Miller, PhD	Nova Southeastern University
Sanford Miller, MBA	Fairfield University
Mehdi Mohaghegh, PhD	Clark University
Stacie Morgan, PhD	Union Institute and University
George Nixon, DPA	The University of Alabama
Phyllis Rhodes, MBA	Belhaven College
William Saunders, MBA	University of Maryland
James Schaap, PhD	Pepperdine University
Janice M. Spangenburg, PhD	Regent University
Juan Stegmann, PhD	University of Warsaw
Mike Thirtle, PhD	Wright State University
John VanVliet, PhD	Capella University
Keith Wade, PhD	North Central University

## Courses

### GB 501 Fundamentals of Business Management 6 Credits

This seminar presents broad-based fundamental learning in economics, management, and marketing and operations management from the perspective of a business manager. Students will focus on the economic framework for business decision-making, learning the importance of an ability to assess market conditions as the context for all business strategy development and implementation. The seminar will emphasize management's ability to plan for an execute advantageous strategy so as to achieve organization objectives through efficient and effective allocation of its human, capital and intellectual resources. Marketing and operations management will be a core seminar component in which students will learn theory and skills that represent best practices in the marketing and operations management of products and services. Prerequisites: None.

### GB 502 Quantitative Methods and Financial Analysis for Managers 6 Credits

Since accounting is a well defined system of activities to record, measure and interpret financial information, this seminar will concentrate on the learning and demonstration of competency in the accounting process, consisting of understanding of the accounting equation, the basics of double-entry bookkeeping which results in the creation of the three primary financial statements, the income statement, the balance sheet and the statement of cash flow. Furthermore, learning the meaning of the important constituent accounts in these statements, what effects them and the calculation of financial ratios as tests of enterprise profitability, asset utilization, risk and liquidity will be required.

### GB 511 Strategic Resources Management 6 Credits

This seminar focuses on the strategic management of the intangible assets of an organization: human capital, information capital, and organizational capital. Human motivation, workforce utilization, performance measurement, leadership, organizational culture and change, management information systems, knowledge management, and contingency planning are discussed in detail during the seminar. You learn to translate strategy into operational terms and to align the organization to its strategy.

### GB 522 Managerial Finance 6 Credits

This seminar is designed to introduce the student to the problems of finance function and to the responsibilities of the chief financial executive and his/her staff in the ongoing operations of the firm. Emphasis will be on efficient allocation and uses of funds. The seminar includes many topics such as Financial Analysis, Cash Flow and Financial Planning, Capital Budgeting, Valuation Models, Risk and Return Analysis, Leverage and Capital Structure, Working Capital Management, and International Business Finance.

### GB 532 Strategic Marketing & Operations Management 6 Credits

This seminar centers on Marketing and Operations Management each from their own functional perspectives in a business organization and how to achieve integration of the two functions for optimal business performance. The seminar uses the Product Life Cycle (PLC) model as a framework for integrating the two disciplines and demonstrating how the nature and interface of marketing and operations change as the firms products evolve through the PLC. Prerequisite: Completion of Seminar 522.

### GB 544 Project Management Techniques, Tools and Practices 6 Credits

This seminar focuses on the "nuts and bolts" or fundamentals of project management and practices. The course will explore the key elements of project management from the project management framework, the project life cycle, project process and key project management knowledge areas. Additionally, the project integration, scope, time, cost, quality, resource and schedule management will be studied. Other key areas of focus will be project management procurement and overall project communications requirements.

### GB 545 Multinational Business Finance 6 Credits

This seminar focuses both on Advanced Topics in Corporate Finance and on Multinational Business Finance. Multinational Enterprises (MNEs) are unique institutions that act as catalysts and facilitators of international trade and as important producers and marketers in host countries where their subsidiaries are located. This seminar builds on seminar 2 but it also identifies and describes in details the differences between multinational business finance and domestic financial management. The major topics presented in this seminar are Global Financial Environment, Foreign Exchange Theory, The Foreign Exchange Market and Derivatives, Foreign Exchange Exposure, Financing The Global Firm, Foreign Investment Decisions, and Managing Multinational Operations. Prerequisites: Completion of Seminar 2, or permission of the program director.

### GB 547 Supply Chain Management Strategy, Planning and Operations 6 Credits

The focus of this seminar is on the building of business supply chain strategies, which include: supply chain performance, fit and scope, supply chain drivers and metrics, processes, the management of suppliers, inventory strategies, parts management and distribution. Additionally this seminar will examine demand forecasting, aggregate planning and sales and operation planning, uncertainty, and archetype strategies with a focus on flexibility, speed and technology. Think of this seminar as a journey from supply chain management & logistics strategies to manufacturing research planning (MRP).

**GB 551 Project Management 6 Credits**

This seminar examines the technical and behavioral tools and techniques of project management. The seminar uses a holistic approach to project management. The seminar covers the planning, scheduling, organizing, and controlling of projects. The seminar includes major topics of strategy, priorities, budgets, organization, project tools and leadership. Emphasis is on the project management process, project management tools, and organizational behavior in the project environment.

**GB 552 International Business Management 6 Credits**

The International Business Seminar addresses the strategic management of internationally active organizations. A theoretical framework is provided that will enable learners to compare, contrast, and evaluate the differences between domestic-only and internationally active organizations. Learners will examine and apply concepts pertaining to the globalization of business, the internationalization of a specific organization, and the factors that influence to these two outcomes. Learners will learn how to make decisions rooted in the increasingly international context of today's business world.

**GB 553 Organizational Leadership 6 Credits**

Each component of this seminar will contribute to a single integrated learning experience about leading change in an organization. As leaders, you will try out proven change management processes and techniques while learning to develop action plans to help in the achievement of tangible successful results. Topics will consider both a global virtual world and on-site workplace environments. Learn about different change management models and problem-solving techniques to apply to different scenarios. Learn to apply information effectively as you lead change.

**GB 554 Project Management Leadership, Communications and Teams 6 Credits**

This seminar focuses on the important aspects of project management leadership, effective communications and the management of project teams. In this seminar the students will explore the fundamental principles of good project management, which will include: leadership skills, winning stakeholder cooperation, writing the rules to manage expectations, project risk management, creating realistic schedules, achieving accurate project estimates, trade-offs between project cost, schedule and quality, building strong project teams, clear communications, measuring progress, problem solving, defining clear requirements and applying lean principles in project management. This seminar will take these important project leadership, communication and team management skills and integrate them with some of the key concepts and ideas coming out of Seminar 4's "nuts and bolts" seminar, resulting in fundamental principles of project management being integrated with leadership, communications and team building practices and challenges.

**GB 555 Investments and Portfolio Management 6 Credits**

This seminar is concerned with the characteristics and analysis of individual securities as well as with the theory and practice of optimally combining securities into portfolios. The recent creation of new securities and trading strategies that would have been impossible without concurrent advances in computer and communications technology combined with continuing progress in the theory of investments have made the field of investments and portfolio management much more complex and exciting. This seminar will be organized around two basic themes that security market is a highly efficient market and an investor who diversifies and takes a long-term approach to investing is generally rewarded with higher returns and less risk. These simple observations are, extremely, powerful in their implications for planning and implementation of investment strategies.

**GB 556 Strategic Organizational Behavior 6 Credits**

This seminar focuses on strategic organizational behavior in business organizations. Students learn about the importance of strategic alignment in order to enable effective organizational behavior. Systems thinking and organizational behavior provide a framework which the student can use both to analyze and influence the behavior of individuals and groups within the organization. This seminar is broad-based and will focus on analyzing and applying various holistic strategic organizational behavior models in order to assist the student in understanding the best ways to assess and impact the strategic alignment of organizations. Students will learn the importance of a manager's ability to understand and use various organizational behavior and organizational strategy models. The seminar will help students learn about and practice management skills that foster strategic alignment and effective behavior in people and organizations.

**GB 557 Supply Chain Management Logistics, Design and Execution 6 Credits**

This seminar is focused on supply chain warehousing and logistics which includes supply chain "movement", warehouse design, capacity management, delivering customer value, measuring logistics cost and performance, matching up supply with demand, creation of a responsive supply chain and the management of complexity and risk.

**GB 560 Strategic Management 6 Credits**

This seminar addresses the strategic management of entire organizations, which implies total responsibility for integrating and coordinating all activities and the accomplishment of long-term goals that determine organizational survival. Analytical models are used to dissect actual case scenarios, identify the real nature of business problems, and develop strategic recommendations for their resolution. Students will debate the topical and controversial issues of the day in corporate management and will have the opportunity to interact with industry leaders. The seminar concludes with a project that integrates results of prior seminars into a cohesive strategic analysis of an international company. A comprehensive outcomes assessment examination will be administered during this seminar.

**GB 564 Strategic Management in Project Management 6 Credits**

This seminar focuses on the application of the concepts and ideas coming from the GB544 and GB 554. In this seminar, the students will apply the fundamental principles of project management from the project management framework, the project life cycle, project integration, scope, time, cost, quality, and schedule management. Students will also include the integration of leadership skills, winning stakeholder cooperation, project risk management, building strong project teams, clear communications, measuring progress and problem solving in the completion of a proposed project. Prerequisites: GB544 and GB554, or permission of the Program Director.

**GB 565 Strategic Management in Finance 6 Credits**

The aim of this seminar is to illustrate and exercise the application of tools and concepts of modern finance. This seminar represents the culmination of the study of finance at Norwich University MBA program. The seminar relies on the techniques and theories of Corporate Finance, Multinational Business Finance, and Investments to expand the students' strategic perspectives and enhance their financial analysis skills. Case analysis is the approach used in this seminar and managing for corporate value creation is the focus of all cases used in this seminar. Prerequisites: GB522, GB545, and GB555.

**GB 566 Strategic Management in Organizational Leadership 6 Credits**

Students apply principles of Leading Change, Strategic Organizational Behavior and Strategic Management to people and organizations to impact performance and ensure future success. This seminar develops an understanding of the implications of strategic alignment to organizational success. It differentiates conceptual and theoretical change models to assist students in understanding the best ways to lead change while considering individual and group behavior as tied to strategy. The seminar demonstrates how strategic leadership, organizational behavior, and change theories are applied in a collaborative manner and will lead to aligning stakeholder's interest. Prerequisites: GB546 and GB556, or permission of the program director.

**GB 567 Supply Chain Management Assessment, Integration, and Optimization 6 Credits**

**GB 595 Residency 0 Credits**