

# 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.

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>
<b>Total Credits: 36</b>					

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

## 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

GB 595	Residency	0
<b>Total Credits</b>		<b>18</b>

## Concentration Seminars

### General MBA Seminars

GB 552	International Business Management	6
OL 530	Leading Change in Organizations	6
GB 560	Strategic Management	6
<b>Total Credits</b>		<b>18</b>

### 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
<b>Total Credits</b>		<b>18</b>

### Finance Seminars

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

### 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
<b>Total Credits</b>		<b>18</b>

## Supply Chain Management Concentration

The Supply Chain Management concentration focuses on three key areas of study:

- Supply chain management: strategy planning and operation
- Supply chain management: logistics design and execution
- Supply chain management: optimization

These three seminar 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?" (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
<b>Total Credits</b>		<b>18</b>

## Construction Management Concentration

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

- Project Management - Techniques, Tools, and Practices
- Contracts and Insurance in Construction
- Project Finance and Accounting

These three seminar will explore key construction management concepts related to strategy, planning, processes, technologies, project

management framework, project life-cycle, project process and key project management 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 delivery methods, contractual format/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 and 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
<b>Total Credits</b>		<b>18</b>

## Energy Management Concentration

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

- Energy Resources and Markets
- Managing Energy Savings and Efficiency Projects
- Managing Corporate Energy Needs

The three seminars will explore key energy management concepts related to strategy, planning, processes, technologies, resources, distribution, transportation, procurement, contracts, networks, markets, energy operations, energy supply and demand, regulations and forecasting corporate energy needs. Studies in these three seminars will provide an MBA student with a solid foundation of energy management concepts, principles, application and assessment, with a focus on continuous improvement. In effect, they will address three important business questions related to energy management:

"What are we going to do?"

- Develop strategic solutions for corporations or institutions on their energy needs.

"How do we implement it?"

- By analyzing all options in energy markets and developing a specific procurement plan for the organization.

"How do we improve upon what we are doing?"

- By learning to achieve a systematic and continuous energy auditing inside the organization in order to optimize its use in all processes.

### Energy Management Seminars

GB 548	Energy Resources and Markets	6
GB 558	Energy Saving Efficiency Proj	6

GB 568	Managing Corporate Energy Needs	6
<b>Total Credits</b>		<b>18</b>

## 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/2015-16/onlineprograms/catalog/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 Lockett, 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