

## 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                            | Cr. | Semester 2   | Cr. | Semester 3                      | Cr. |
|---------------------------------------|-----|--|-----|---------------------------------|-----|
| 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   |
| Semester Total Credits                | 12  | Semester Total Credits                             | 12  | Semester Total Credits          | 12  |
| Total Credits For This Major: 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.

### 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 |
| <b>Culminating Academic Requirement</b> |   |   |
| GB 595                                  | Residency                                   | 0 |

Total Cr.

18

#### Concentration Seminars

##### General MBA Seminars

|                              |   |    |
|------------------------------|---|----|
| GB 552                       | International Business Management                         | 6  |
| Select two of the following: |   | 12 |
| GB 547                       | Supply Chain Management Strategy, Planning and Operations | 6  |
| GB 544                       | Project Management Techniques, Tools and Practices        | 6  |
| GB 560                       | Strategic Management                                      | 6  |

|   |  |    |
|---|--|----|
| OL 530                                    | Leading Change in Organizations  | 6  |
| Total Cr.                                 |  | 18 |
| <b>Project Management Seminars</b>        |  |    |
| 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 Cr.                                 |  | 18 |
| <b>Finance Seminars</b>                   |  |    |
| GB 545                                    | Multinational Business Finance   | 6  |
| GB 555                                    | Investments and Portfolio Management                                     | 6  |
| GB 565                                    | Strategic Management in Finance  | 6  |
| Total Cr.                                 |  | 18 |
| <b>Organizational Leadership Seminars</b> |  |    |
| OL 530                                    | Leading Change in Organizations  | 6  |
| OL 550                                    | Strategic Organizational Behavior  | 6  |
| OL 560                                    | Strategic Organizational Leadership & Developing a Learning Organization | 6  |
| Total Cr.                                 |  | 18 |

### 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  |
| Total Cr. |   | 18 |

### 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  |
| Total Cr. |  | 18 |

### 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  |
| Total Cr. |                                 | 18 |

### 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/2017-18/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                                |
| Andrew Bargerstock, PhD              | Maharishi International University             |
| Magdalena Barreiro, PhD              | Illinois Institute of Technology               |
| Najiba Benabess, PhD                 | University of Wisconsin                        |
| Laurette Brady, MBA                  | St. Joseph's University                        |
| Robert Deemer, MBA                   | Pepperdine University                          |
| Louis DiPadova, MAS                  | Embry-Riddle Aeronautical University           |
| Kim Gallagher, MBA                   | Northeastern University                        |
| Jean Gordon, DBA                     | Nova Southeastern University                   |
| Tracey Green, DBA                    | Argosy University                              |
| Alan Harper, PhD                     | Capella University                             |
| Sanford Miller, MBA                  | Fairfield University                           |
| Emad Rahim, PhD                      | Tulane University                              |
| Christopher Roe, MBA                 | Keller Graduate School of Management           |
| Juan Stegmann, PhD                   | University of Warsaw                           |
| Mike Thirtle, PhD                    | Wright State University                        |
| Keith Wade, PhD                      | North Central University                       |