***Twin Cities Campus***

# Business Administration M.B.A.

*Graduate Business Career Center*

**Curtis L. Carlson School of Management**

Link to a list of faculty for this program.

**Contact Information:**
M.B.A. Programs Office, 1-110 Carlson School of Management, 321 19th Avenue South, Minneapolis, MN 55455 (612-625-5555)
Email: mba@umn.edu
Website: http://www.carlsonschool.umn.edu/MBA

- Program Type: Master's
- Requirements for this program are current for Fall 2022
- Length of program in credits: 48 to 64
- This program does not require summer semesters for timely completion.
- Degree: Master of Business Administration

Along with the program-specific requirements listed below, please read the General Information section of the catalog website for requirements that apply to all major fields.

At the Carlson School, students tailor their education to meet their career objectives. Supported by outstanding faculty, cutting-edge coursework, and extensive networking opportunities, students compile an impressive record of professional achievements even before they graduate.

The Carlson School offers several pathways to the master of business administration degree: the full-time MBA, the part-time MBA, the online MBA, and the executive MBA. Dual degree programs are only available through the full-time MBA program. Please visit our website at http://www.carlsonschool.umn.edu/mba/ for more information.

The Carlson School's China Executive MBA program is offered through a partnership between the Carlson School and Lingnan (University) College of Sun Yat-sen University. The Carlson School's Vienna Executive MBA program is offered jointly with the Vienna University of Economics and Business (WU). For additional information on these two programs, please contact cgi@umn.edu.

## Accreditation

This program is accredited by AACSB International.

## Program Delivery

This program is available:

- primarily online (at least 80% of the instruction for the program is online with short, intensive periods of face-to-face coursework)

## Prerequisites for Admission

Applicants must have a bachelor's degree from an accredited college or university.

Other requirements to be completed before admission:
Please review the Admissions Checklist online for detailed admissions requirements.

**Special Application Requirements:**
Applicants must have an acceptable score on the GMAT or GRE. In addition, international students must have an acceptable score on the Test of English as a Foreign Language (TOEFL), the International English Language Testing System (IELTS), or the Pearson Test of English Academic (PTE).

International applicants must submit score(s) from one of the following tests:

- TOEFL
- IELTS

Key to test abbreviations(TOEFL, IELTS).

For an online application or for more information about graduate education admissions, see the General Information section of the catalog website.

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## Program Requirements

**Plan C:** Plan C requires 48 to 64 major credits and up to null credits outside the major.The is no final exam.

This program may not be completed with a minor.

Use of 4xxx courses towards program requirements is not permitted.

A minimum GPA of 2.80 is required for students to remain in good standing.

**Joint- or Dual-degree Coursework:**The Full-Time MBA program offers the following dual degree program options: MS-Applied Economics/MBA: up to 12 credits in common allowed; MS-Business Analytics/MBA: up to 12 credits in common allowed; MA-HRIR/MBA: up to 12 credits in common allowed; MHA/MBA: up to 12 credits in common allowed;MPP/MBA: up to 12 credits in common allowed; JD/MBA: up to 12 credits in common allowed; MD/MBA: up to 12 credits in common allowed; and PharmD/MBA: up to 12 credits in common allowed. For complete Dual Degree information, visit http://carlsonschool.umn.edu/degrees/master-business-administration/dual-degreesStudent may take a total of 12 credits in common among the academic programs.

## Program Sub-plans

Students are required to complete one of the following sub-plans.
Students may not complete the program with more than one sub-plan.

### Full-Time Master of Business Administration

The Carlson full-time MBA program offers an intense curriculum that gives students a distinct edge. They start by taking coordinated core courses that provide a sound foundation in essential managerial disciplines, while at the same time, customizing their education to fit their career paths. The full-time program involves a rigorous time commitment. While the amount of time spent on campus varies from 30-50 hours per week, all students are expected to complete the degree in two years with a minimum of 64 credits.

**Financial Accounting**
Take 1 or more course(s) from the following:
•MBA 6031 - Financial Accounting (3.0 cr)
**Data Analysis & Statistics**
Take 1 or more course(s) from the following:
•MBA 6121 - Data Analysis and Statistics for Managers (3.0 cr)
**Managerial Economics**
Take 1 or more course(s) from the following:
•MBA 6141 - Managerial Economics (2.0 cr)
**Marketing**
Take 1 or more course(s) from the following:
•MBA 6211 - Marketing Management (3.0 cr)
**Supply Chain & Operations**
Take 1 or more course(s) from the following:
•MBA 6221 - Supply Chain & Operations (3.0 cr)
**Financial Management**
Take 1 or more course(s) from the following:
•MBA 6231 - Financial Management (3.0 cr)
**IT Management**
Take 1 or more course(s) from the following:
•MBA 6241 - Competing in a Data-Driven Digital Age (2.0 cr)
**Strategic Management**
Take 1 or more course(s) from the following:
•MBA 6301 - Strategic Management (3.0 cr)
**Business Ethics**
Take 1 or more course(s) from the following:
•MBA 6315 - The Ethical Environment of Business (2.0 cr)
**Leadership Requirement**
The total leadership credit requirement is 4 credits. MBA 6110 is completed in spring of the first year for a total of 2 credits. Additionally, students must complete MGMT 6465 for 2 credits prior to degree completion.
Take exactly 2 course(s) totaling exactly 4 credit(s) from the following:
•MBA 6111 - Organizational Behavior (2.0 cr)
•MGMT 6465 - Leadership and Personal Development (2.0 cr)
**Internship Requirement**
MBA students are required to complete work experience during the program. Students will be enrolled in a zero-credit course during their first spring semester prior to work experience during the summer.
MBA 6999 - Full Time MBA Internship Course (0.0 cr)

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**Enterprise Requirement**

All full-time MBA students are required to participate in one Enterprise program throughout their time in the program.
Take exactly 8 credit(s) from the following:

- MBA 6501 - Carlson Funds Enterprise: Growth (1.0 - 4.0 cr)
- MBA 6502 - Carlson Funds Enterprise: Fixed Income (1.0 - 4.0 cr)
- MBA 6503 - Carlson Ventures Enterprise (2.0 - 4.0 cr)
- MBA 6504 - Carlson Consulting Enterprise (1.0 - 4.0 cr)
- MBA 6505 - Carlson Brand Enterprise (2.0 - 4.0 cr)

**International Experience**

All MBA students must participate in an international study abroad program or complete a course on campus that has been designated to meet this requirement. A minimum of 4 credits is required to fulfill this requirement.
Take 1 or more course(s) totaling 4 or more credit(s) from the following:

- IBUS 5xxx
- IBUS 6xxx
- IDSC 6465 - Emerging Technologies and Digital Transformation: Changes to Work, Capability Sourcing and Innovatio (4.0 cr)
- MGMT 6305 - The International Environment of Business (4.0 cr)
- MILI 6997 - MILI Global Valuation Lab (4.0 cr)
- MKTG 6072 - International Marketing (4.0 cr)
- SCO 6081 - Global Operations Strategy (4.0 cr)

**MBA Electives**

Electives not on this list must be approved by MBA Programs Office in order to count for degree requirements.
Take 24 or more credit(s) from the following:

- ACCT 5181 - Consolidations and Advanced Reporting (2.0 cr)
- ACCT 6102 - Financial Statement Analysis (2.0 cr)
- APEC 5831 - Food and Agribusiness Marketplace (2.0 - 3.0 cr)
- BLAW 6158 - The study of laws affecting private business and publicly-traded companies. (2.0 cr)
- ENTR 6025 - Introduction to Entrepreneurship (2.0 cr)
- ENTR 6021 - Developing New Ventures (2.0 cr)
- ENTR 6023 - Financing Business Ventures (2.0 cr)
- ENTR 6036 - Managing the Growing Business (2.0 cr)
- ENTR 6037 - Corporate Venturing (2.0 cr)
- ENTR 6041 - Initiating New Product Design and Business Development (4.0 cr)
- ENTR 6042 - Implementing New Product Design and Business Development (4.0 cr)
- FINA 6111 - Financing over a Firm's Lifecycle (1.0 cr)
- FINA 6112 - Private Equity (1.0 cr)
- FINA 6121 - Debt Markets, Interest Rates, and Hedging (2.0 cr)
- FINA 6122 - Financial Management of Depository Institutions (2.0 cr)
- FINA 6123 - Financial Services Industry (2.0 cr)
- FINA 6211 - Cash Flows and Project Selection (1.0 cr)
- FINA 6212 - Working Capital Management (1.0 cr)
- FINA 6213 - Financial Capital Structure (1.0 cr)
- FINA 6214 - Business Valuation (1.0 cr)
- FINA 6222 - Mergers and Acquisitions (2.0 cr)
- FINA 6241 - Corporate Financial Decisions and Analysis (4.0 cr)
- FINA 6242 - Advanced Corporate Finance Analysis and Decisions (4.0 cr)
- FINA 6321 - Portfolio Analysis and Management (2.0 cr)
- FINA 6322 - Financial Modeling (2.0 cr)
- FINA 6323 - Advanced Financial Modeling (2.0 cr)
- FINA 6324 - Securitization Markets (2.0 cr)
- FINA 6325 - Behavioral Finance (2.0 cr)
- FINA 6341 - World Economy (4.0 cr)
- FINA 6511 - Options for Corporate Finance (1.0 cr)
- FINA 6522 - Introduction to Derivatives and Financial Risk Management (2.0 cr)
- FINA 6529 - Advanced Topics in Fixed Income and Derivatives (2.0 cr)
- FINA 6611 - Finance for Multinationals (1.0 cr)
- FINA 6621 - International Financial Management (2.0 cr)
- FINA 6801 - Finance Independent Study (1.0 - 6.0 cr)
- HRIR 6112 - People Analytics (2.0 cr)
- IDSC 6051 - Information Technologies and Solutions (2.0 cr)
- IDSC 6423 - Enterprise Systems (2.0 cr)
- IDSC 6442 - E-Sourcing and E-Auctions (2.0 cr)
- IDSC 6444 - Business Analytics for Managers I (2.0 cr)
- IDSC 6446 - Business Analytics for Managers II (2.0 cr)
- IDSC 6455 - Web 2.0: The Business of Social Media (2.0 cr)
- IDSC 6465 - Emerging Technologies and Digital Transformation: Changes to Work, Capability Sourcing and Innovatio (4.0 cr)
- IDSC 6471 - Knowledge Management (2.0 cr)

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- IDSC 6481 - Managerial Decision Making (2.0 cr)
- MBA 6235 - Managerial Accounting (2.0 cr)
- MBA 6403 - Strategic Change in the Energy Industry (2.0 cr)
- MBA 6990 - MBA Topics (2.0 cr)
- MCOM 5500 - Enhancing Your Executive Image in Business Communications (2.0 cr)
- MCOM 5515 - Persuasive Writing in Business (2.0 cr)
- MCOM 5535 - Strategies and Skills for Managerial Presentations (2.0 cr)
- MGMT 5102 - StartUp: Customer Development and Testing (2.0 cr)
- MGMT 6004 - Negotiation Strategies (2.0 cr)
- MGMT 6031 - Industry Analysis and Competitive Strategy (4.0 cr)
- MGMT 6032 - Strategic Alliances (2.0 cr)
- MGMT 6033 - Strategy Implementation (2.0 cr)
- MGMT 6034 - Strategic Leadership (2.0 cr)
- MGMT 6035 - Complex and Cross-Cultural Negotiations (2.0 cr)
- MGMT 6041 - Competing Globally (2.0 cr)
- MGMT 6055 - Management of Innovation and Change (2.0 cr)
- MGMT 6071 - Strategic Management of Technological Change (2.0 cr)
- MGMT 6084 - Management of Teams (2.0 cr)
- MGMT 6085 - Corporate Strategy (4.0 cr)
- MGMT 6100 - Topics in Management (2.0 cr)
- MGMT 6305 - The International Environment of Business (4.0 cr)
- MGMT 6311 - Cross-Cultural Management: Developing Intercultural Compentence (2.0 cr)
- MGMT 6402 - Integrative Leadership: Leading Across Sectors to Address Grand Challenges (3.0 cr)
- MGMT 6411 - Corporate Responsibility (2.0 cr)
- MILI 6235 - Pharmaceutical Industry: Business and Policy (2.0 cr)
- MILI 6421 - Healthcare Law: Stratrategic and Business Implications (2.0 cr)
- MILI 6562 - Information Technology in Health Care (2.0 cr)
- MILI 6589 - Medical Technology Evaluation and Market Research (2.0 cr)
- MILI 6726 - Medical Device Industry: Business and Public Policy (2.0 cr)
- MILI 6920 - MILI Topic Course (2.0 cr)
- MILI 6963 - Healthcare Analytics (2.0 cr)
- MILI 6985 - The Health Care Marketplace (2.0 cr)
- MILI 6991 - Anatomy and Physiology for Managers (2.0 cr)
- MILI 6992 - Healthcare Delivery Innovations:Optimizing Cost and Quality (2.0 cr)
- MILI 6995 - Medical Industry Valuation Laboratory (2.0 cr)
- MILI 6997 - MILI Global Valuation Lab (4.0 cr)
- MILI 6998 - MILI Fellows (0.0 - 2.0 cr)
- MILI 6999 - Independent Study (0.0 - 8.0 cr)
- MKTG 6052 - Marketing Analytics: Managerial Decisions (2.0 cr)
- MKTG 6051 - Marketing Research - Rapid Insights (2.0 cr)
- MKTG 6055 - Buyer Behavior (2.0 cr)
- MKTG 6062 - Marketing Channels (2.0 cr)
- MKTG 6072 - International Marketing (4.0 cr)
- MKTG 6073 - Marketing in High Tech Settings (2.0 cr)
- MKTG 6075 - Pricing Strategy (4.0 cr)
- MKTG 6078 - Advertising & Promotion (4.0 cr)
- MKTG 6082 - Brand Strategy (2.0 cr)
- MKTG 6083 - Customer Analytics (2.0 cr)
- MKTG 6084 - Persuasion and Influence (2.0 cr)
- MKTG 6085 - Nudge: Improving Decisions about Health, Wealth and Happiness (2.0 cr)
- MKTG 6086 - Digital Marketing (2.0 cr)
- MKTG 6087 - Power of Story (1.0 cr)
- MKTG 6088 - Strategic Marketing (3.0 cr)
- MKTG 6090 - Marketing Topics (1.0 - 4.0 cr)
- SCO 6041 - Project Management (2.0 cr)
- SCO 6045 - Strategic Sourcing (2.0 cr)
- SCO 6048 - Logistics and Transportation (2.0 cr)
- SCO 6051 - Service Management (2.0 cr)
- SCO 6056 - Managing Supply Chain Operations (4.0 cr)
- SCO 6059 - Quality Management and Lean Six Sigma (4.0 cr)
- SCO 6072 - Managing Technologies in the Supply Chain (2.0 cr)
- SCO 6081 - Global Operations Strategy (4.0 cr)
- SCO 6085 - Sales, Inventory, and Operations Planning (2.0 cr)
- SCO 6091 - Process Improvement Methods (2.0 cr)
- SCO 6092 - Supply Chain Risk and Security (2.0 cr)
- SCO 6094 - Responsible Supply Chain Management (2.0 cr)

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- SCO 6095 - Supply Chain Management in the Food and Agribusiness Sector (2.0 cr)
- SCO 6096 - Supply Chain Management in the Health Care and Medical Devices Sector (2.0 cr)
- SCO 6097 - Supply Chain Management in the Retail Sector (2.0 cr)
- SCO 6098 - Operations Excellence via Lean Thinking (2.0 cr)
- SCO 6191 - Big Data Analytics in Supply Chains (2.0 cr)
- SCO 6192 - Supply Chain Finance (2.0 cr)
- SCO 6850 - Topics in Operations and Management Science (2.0 - 4.0 cr)

## Part-Time Master of Business Administration

The Carlson part-time MBA curriculum, which can be completed online, includes core courses that offer an in-depth study of the foundational and functional areas of business. Advanced electives, international study options, and specializations allow students to tailor a program that meets their long-term career goals. To graduate, students must earn 52 credits. Students may be waived as determined at the time of admission based on prior coursework and/or waiver exams taken prior to the end of the first semester of enrollment.

**Strategic Management**

Recommended to be taken in first semester of MBA program
Take exactly 1 course(s) from the following:
- MBA 6301 - Strategic Management (3.0 cr)

**Data Analysis & Statistics**

Take exactly 1 course(s) from the following:
- MBA 6121 - Data Analysis and Statistics for Managers (3.0 cr)

**Financial Accounting**

Take exactly 1 course(s) from the following:
- MBA 6031 - Financial Accounting (3.0 cr)

**Operations**

Take exactly 1 course(s) from the following:
- MBA 6221 - Supply Chain & Operations (3.0 cr)

**Finance**

Take exactly 1 course(s) from the following:
- MBA 6231 - Financial Management (3.0 cr)

**Marketing**

Take exactly 1 course(s) from the following:
- MBA 6211 - Marketing Management (3.0 cr)

**Managerial Accounting**

Take exactly 1 course(s) from the following:
- MBA 6035 - Managerial Accounting (3.0 cr)

**Leadership Requirement**

Take exactly 1 course(s) from the following:
- MBA 6111 - Organizational Behavior (2.0 cr)

**Business Ethics**

Take exactly 1 course(s) from the following:
- MBA 6315 - The Ethical Environment of Business (2.0 cr)

**IT Requirement**

Choose 1 of the following (if both taken, 1 will count as elective)
Take 1 or more course(s) from the following:
- IDSC 6041 - Information Technology Management (2.0 cr)
- IDSC 6051 - Information Technologies and Solutions (2.0 cr)

**Economics Requirement**

Choose 1 of the following (if both taken, 1 will count as elective). If choosing MBA 6140, it must be taken for 2 credits.
Take 1 or more course(s) from the following:
- MBA 6141 - Managerial Economics (2.0 cr)
- FINA 6341 - World Economy (4.0 cr)

**International Experience**

All MBA students must participate in an international study abroad program or complete a course on campus that has been designated to meet this requirement. If more than 1 course is completed, remainder will count as elective credit(s).
Take 1 - 0 course(s) totaling exactly 4 credit(s) from the following:
- IBUS 5xxx
- IBUS 6xxx
- IDSC 6465 - Emerging Technologies and Digital Transformation: Changes to Work, Capability Sourcing and Innovatio (4.0 cr)
- MGMT 6305 - The International Environment of Business (4.0 cr)
- MILI 6997 - MILI Global Valuation Lab (4.0 cr)
- MKTG 6072 - International Marketing (4.0 cr)
- SCO 6081 - Global Operations Strategy (4.0 cr)

**Electives**

Electives not on this list must be approved by MBA Programs Office to count towards degree requirements.

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Take 19 or more credit(s) from the following:

- ACCT 5181 - Consolidations and Advanced Reporting (2.0 cr)
- ACCT 6102 - Financial Statement Analysis (2.0 cr)
- APEC 5831 - Food and Agribusiness Marketplace (2.0 - 3.0 cr)
- BLAW 6158 - The study of laws affecting private business and publicly-traded companies. (2.0 cr)
- ENTR 6025 - Introduction to Entrepreneurship (2.0 cr)
- ENTR 6021 - Developing New Ventures (2.0 cr)
- ENTR 6036 - Managing the Growing Business (2.0 cr)
- ENTR 6037 - Corporate Venturing (2.0 cr)
- ENTR 6041 - Initiating New Product Design and Business Development (4.0 cr)
- ENTR 6042 - Implementing New Product Design and Business Development (4.0 cr)
- FINA 6111 - Financing over a Firm's Lifecycle (1.0 cr)
- FINA 6112 - Private Equity (1.0 cr)
- FINA 6121 - Debt Markets, Interest Rates, and Hedging (2.0 cr)
- FINA 6122 - Financial Management of Depository Institutions (2.0 cr)
- FINA 6123 - Financial Services Industry (2.0 cr)
- FINA 6211 - Cash Flows and Project Selection (1.0 cr)
- FINA 6212 - Working Capital Management (1.0 cr)
- FINA 6213 - Financial Capital Structure (1.0 cr)
- FINA 6214 - Business Valuation (1.0 cr)
- FINA 6222 - Mergers and Acquisitions (2.0 cr)
- FINA 6241 - Corporate Financial Decisions and Analysis (4.0 cr)
- FINA 6242 - Advanced Corporate Finance Analysis and Decisions (4.0 cr)
- FINA 6321 - Portfolio Analysis and Management (2.0 cr)
- FINA 6322 - Financial Modeling (2.0 cr)
- FINA 6323 - Advanced Financial Modeling (2.0 cr)
- FINA 6324 - Securitization Markets (2.0 cr)
- FINA 6325 - Behavioral Finance (2.0 cr)
- FINA 6341 - World Economy (4.0 cr)
- FINA 6511 - Options for Corporate Finance (1.0 cr)
- FINA 6522 - Introduction to Derivatives and Financial Risk Management (2.0 cr)
- FINA 6529 - Advanced Topics in Fixed Income and Derivatives (2.0 cr)
- FINA 6611 - Finance for Multinationals (1.0 cr)
- FINA 6621 - International Financial Management (2.0 cr)
- FINA 6801 - Finance Independent Study (1.0 - 6.0 cr)
- HRIR 6112 - People Analytics (2.0 cr)
- IDSC 6041 - Information Technology Management (2.0 cr)
- IDSC 6051 - Information Technologies and Solutions (2.0 cr)
- IDSC 6423 - Enterprise Systems (2.0 cr)
- IDSC 6442 - E-Sourcing and E-Auctions (2.0 cr)
- IDSC 6444 - Business Analytics for Managers I (2.0 cr)
- IDSC 6446 - Business Analytics for Managers II (2.0 cr)
- IDSC 6455 - Web 2.0: The Business of Social Media (2.0 cr)
- IDSC 6465 - Emerging Technologies and Digital Transformation: Changes to Work, Capability Sourcing and Innovatio (4.0 cr)
- IDSC 6471 - Knowledge Management (2.0 cr)
- IDSC 6481 - Managerial Decision Making (2.0 cr)
- MBA 6403 - Strategic Change in the Energy Industry (2.0 cr)
- MBA 6990 - MBA Topics (2.0 cr)
- MCOM 5500 - Enhancing Your Executive Image in Business Communications (2.0 cr)
- MCOM 5515 - Persuasive Writing in Business (2.0 cr)
- MCOM 5535 - Strategies and Skills for Managerial Presentations (2.0 cr)
- MGMT 5102 - StartUp: Customer Development and Testing (2.0 cr)
- MGMT 6004 - Negotiation Strategies (2.0 cr)
- MGMT 6031 - Industry Analysis and Competitive Strategy (4.0 cr)
- MGMT 6032 - Strategic Alliances (2.0 cr)
- MGMT 6033 - Strategy Implementation (2.0 cr)
- MGMT 6034 - Strategic Leadership (2.0 cr)
- MGMT 6035 - Complex and Cross-Cultural Negotiations (2.0 cr)
- MGMT 6041 - Competing Globally (2.0 cr)
- MGMT 6055 - Management of Innovation and Change (2.0 cr)
- MGMT 6071 - Strategic Management of Technological Change (2.0 cr)
- MGMT 6084 - Management of Teams (2.0 cr)
- MGMT 6085 - Corporate Strategy (4.0 cr)
- MGMT 6100 - Topics in Management (2.0 cr)
- MGMT 6305 - The International Environment of Business (4.0 cr)
- MGMT 6311 - Cross-Cultural Management: Developing Intercultural Compentence (2.0 cr)

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- MGMT 6402 - Integrative Leadership: Leading Across Sectors to Address Grand Challenges (3.0 cr)
- MGMT 6411 - Corporate Responsibility (2.0 cr)
- MGMT 6465 - Leadership and Personal Development (2.0 cr)
- MILI 6235 - Pharmaceutical Industry: Business and Policy (2.0 cr)
- MILI 6421 - Healthcare Law: Stratregic and Business Implications (2.0 cr)
- MILI 6562 - Information Technology in Health Care (2.0 cr)
- MILI 6589 - Medical Technology Evaluation and Market Research (2.0 cr)
- MILI 6726 - Medical Device Industry: Business and Public Policy (2.0 cr)
- MILI 6963 - Healthcare Analytics (2.0 cr)
- MILI 6985 - The Health Care Marketplace (2.0 cr)
- MILI 6991 - Anatomy and Physiology for Managers (2.0 cr)
- MILI 6992 - Healthcare Delivery Innovations:Optimizing Cost and Quality (2.0 cr)
- MILI 6995 - Medical Industry Valuation Laboratory (2.0 cr)
- MILI 6997 - MILI Global Valuation Lab (4.0 cr)
- MILI 6998 - MILI Fellows (0.0 - 2.0 cr)
- MILI 6999 - Independent Study (0.0 - 8.0 cr)
- MKTG 6052 - Marketing Analytics: Managerial Decisions (2.0 cr)
- MKTG 6051 - Marketing Research - Rapid Insights (2.0 cr)
- MKTG 6055 - Buyer Behavior (2.0 cr)
- MKTG 6062 - Marketing Channels (2.0 cr)
- MKTG 6072 - International Marketing (4.0 cr)
- MKTG 6073 - Marketing in High Tech Settings (2.0 cr)
- MKTG 6075 - Pricing Strategy (4.0 cr)
- MKTG 6078 - Advertising & Promotion (4.0 cr)
- MKTG 6082 - Brand Strategy (2.0 cr)
- MKTG 6084 - Persuasion and Influence (2.0 cr)
- MKTG 6085 - Nudge: Improving Decisions about Health, Wealth and Happiness (2.0 cr)
- MKTG 6086 - Digital Marketing (2.0 cr)
- MKTG 6087 - Power of Story (1.0 cr)
- MKTG 6088 - Strategic Marketing (3.0 cr)
- MKTG 6090 - Marketing Topics (1.0 - 4.0 cr)
- SCO 6041 - Project Management (2.0 cr)
- SCO 6045 - Strategic Sourcing (2.0 cr)
- SCO 6048 - Logistics and Transportation (2.0 cr)
- SCO 6051 - Service Management (2.0 cr)
- SCO 6056 - Managing Supply Chain Operations (4.0 cr)
- SCO 6072 - Managing Technologies in the Supply Chain (2.0 cr)
- SCO 6081 - Global Operations Strategy (4.0 cr)
- SCO 6085 - Sales, Inventory, and Operations Planning (2.0 cr)
- SCO 6091 - Process Improvement Methods (2.0 cr)
- SCO 6092 - Supply Chain Risk and Security (2.0 cr)
- SCO 6094 - Responsible Supply Chain Management (2.0 cr)
- SCO 6095 - Supply Chain Management in the Food and Agribusiness Sector (2.0 cr)
- SCO 6096 - Supply Chain Management in the Health Care and Medical Devices Sector (2.0 cr)
- SCO 6097 - Supply Chain Management in the Retail Sector (2.0 cr)
- SCO 6098 - Operations Excellence via Lean Thinking (2.0 cr)
- SCO 6191 - Big Data Analytics in Supply Chains (2.0 cr)
- SCO 6192 - Supply Chain Finance (2.0 cr)
- SCO 6850 - Topics in Operations and Management Science (2.0 - 4.0 cr)

## Carlson Executive Master of Business Administration

The Carlson executive MBA is built on a foundation of time-tested business principles. By emphasizing a global perspective, the rigorous curriculum helps students develop a deeper understanding of theory and practice. Each class moves through the program together as a cohort, following set schedules. From orientation to graduation, it takes about 21 months to complete the program. Classes are held Fridays and Saturdays, predominantly on alternate weekends, 7:30 a.m. to 4:30 p.m., and do not meet during the summer.

**CEMBA Program Requirements**

The CEMBA program has a 49.5 credit program requirement.

- CMBA 5810 - Introduction to Statistics and Business Analytics (3.0 cr)
- CMBA 5811 - Financial Accounting (3.0 cr)
- CMBA 5812 - Organizational Behavior (3.0 cr)
- CMBA 5813 - Competing In The Digital Age (1.5 cr)
- CMBA 5814 - Economics (1.5 cr)
- CMBA 5815 - Marketing Management (3.0 cr)
- CMBA 5816 - Strategic Management (3.0 cr)

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CMBA 5817 - Financial Management (3.0 cr)
CMBA 5818 - Supply Chain and Operations (3.0 cr)
CMBA 5820 - Negotiation Strategies: Creative Solutions for Difficult Problems (3.0 cr)
CMBA 5821 - Managerial Accounting (3.0 cr)
CMBA 5822 - Applied Leadership (1.5 cr)
CMBA 5823 - Competing Globally (3.0 cr)
CMBA 5824 - Corporate Responsibility & Ethics (1.5 cr)
CMBA 5825 - Strategic Marketing (3.0 cr)
CMBA 5826 - Corporate Strategy (1.5 cr)
CMBA 5827 - Advanced Financial Management (3.0 cr)
CMBA 5828 - International Residency - Study Abroad (1.5 cr)
CMBA 5829 - International Residency – Global Team Project (1.5 cr)
Choose 2 courses from the following:
Take exactly 2 course(s) from the following:
•CMBA 5830 - Advanced Management Topic Elective: Power & Influence (1.5 cr)
•CMBA 5831 - Advanced Management Topic Elective: Entrepreneurship & Innovation (1.5 cr)
•CMBA 5832 - Advanced Management Topic Elective: Business Analytics for Competitive Advantage (1.5 cr)
•CMBA 5833 - Advanced Management Topics Elective - Healthcare Innovations (1.5 cr)

## Industry Master of Business Administration

The industry MBA is a one-year, predominantly online program designed for working professionals to obtain the fundamental business knowledge crucial for leading careers in the complex, rapidly evolving, and highly regulated healthcare, energy, technology, and finance industries. Courses will be taught by our nationally renowned expert faculty and executive-level professionals. Targeting the Washington DC area, this 48 credit program will deliver sophisticated management and leadership education for students immersed in legislative and policy matters.

**Industry MBA Course Requirements**

Take exactly 48 credit(s) from the following:
•IMBA 6004 *{Inactive}*(2.0 cr)
•IMBA 6030 *{Inactive}*(3.0 cr)
•IMBA 6110 *{Inactive}*(2.0 cr)
•IMBA 6120 *{Inactive}*(3.0 cr)
•IMBA 6140 *{Inactive}*(3.0 cr)
•IMBA 6210 *{Inactive}*(3.0 cr)
•IMBA 6220 *{Inactive}*(3.0 cr)
•IMBA 6230 *{Inactive}*(3.0 cr)
•IMBA 6240 *{Inactive}*(3.0 cr)
•IMBA 6300 *{Inactive}*(3.0 cr)
•IMBA 6315 *{Inactive}*(2.0 cr)
•IMBA 6401 *{Inactive}*(2.0 cr)
•IMBA 6402 *{Inactive}*(2.0 cr)
•IMBA 6403 *{Inactive}*(2.0 cr)
•IMBA 6404 *{Inactive}*(2.0 cr)
•IMBA 6405 *{Inactive}*(2.0 cr)
•IMBA 6500 *{Inactive}*(4.0 cr)
•IMBA 6501 *{Inactive}*(4.0 cr)

## China Executive M.B.A.

**China Executive MBA Courses**

51 credits required.
CHMB 5800 - Organizational Behavior (3.0 cr)
CHMB 5801 - Financial Accounting (3.0 cr)
CHMB 5802 - Statistics and Decision Making (3.0 cr)
CHMB 5803 - Operations Management (3.0 cr)
CHMB 5804 - Managerial Accounting (3.0 cr)
CHMB 5805 - Financial Management (3.0 cr)
CHMB 5806 - Marketing Management (3.0 cr)
CHMB 5807 - Business Strategy (3.0 cr)
CHMB 5808 - Strategic Marketing (3.0 cr)
CHMB 5809 - Advanced Financial Management (3.0 cr)
CHMB 5810 - International Environment (1.5 cr)
CHMB 5811 - Information Technology Management (3.0 cr)
CHMB 5813 - Ethics and Leadership (3.0 cr)
CHMB 5815 - International Human Resources Management (3.0 cr)
CHMB 5816 - International Residency (6.0 cr)
CHMB 5817 - China's Economy (1.5 cr)

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CHMB 5818 - Law and Business (3.0 cr)

## Vienna Masters of Business Administration

**Vienna MBA Coursework Requirements**

58 credits required

VMBA 5700 - Managerial Accounting (4.0 cr)
VMBA 5701 - Data Analysis and Decision Making (4.0 cr)
VMBA 5702 - Financial Management (4.0 cr)
VMBA 5703 - Marketing Management (4.0 cr)
VMBA 5704 - Managing People and Organizations (4.0 cr)
VMBA 5705 - Operations Management (4.0 cr)
VMBA 5706 - Business, Government, and Macroeconomics (4.0 cr)
VMBA 5707 - Economics in Transition (4.0 cr)
VMBA 5709 - Info Tech Mgmt (4.0 cr)
VMBA 5711 - Managing Globalization (Guangzhou) (4.0 cr)
VMBA 5712 - Strategies for a Global Company: an Integrative Perspective (6.0 cr)
VMBA 5713 - Negotiations and Conflict Management (4.0 cr)
VMBA 5714 - Financial Accounting (4.0 cr)
VMBA 5715 - Corporate and Entrepreneurial Strategy (4.0 cr)

## India

## Online Master of Business Administration

The online MBA is a 2-3 year, 52-credit, fully online program designed for working professionals to obtain the fundamental business knowledge crucial for leading careers in a complex, rapidly evolving business environment. Courses are taught by our nationally renowned expert faculty and executive-level professionals.

Online MBA students will be required to complete at least one in-person residency.

**Strategic Management**

MBA 6301 - Strategic Management (3.0 cr)

**Financial Accounting**

MBA 6031 - Financial Accounting (3.0 cr)

**Financial Management**

MBA 6231 - Financial Management (3.0 cr)

**Data Analysis & Statistics**

MBA 6121 - Data Analysis and Statistics for Managers (3.0 cr)

**Supply Chain & Operations**

MBA 6221 - Supply Chain & Operations (3.0 cr)

**Economics**

MBA 6141 - Managerial Economics (2.0 cr)

**Organizational Behavior**

MBA 6111 - Organizational Behavior (2.0 cr)

**Marketing**

MBA 6211 - Marketing Management (3.0 cr)

**Business Ethics**

MBA 6315 - The Ethical Environment of Business (2.0 cr)

**Information Technology Management**

MBA 6241 - Competing in a Data-Driven Digital Age (2.0 cr)

**International Experience**

All MBA students must participate in an international study abroad program or complete a course on campus that has been designated to complete this requirement. If more than 1 course completed, remainder will count as elective credit(s).

Take exactly 4 credit(s) from the following:

•IBUS 5xxx
•IBUS 6xxx
•IDSC 6465 - Emerging Technologies and Digital Transformation: Changes to Work, Capability Sourcing and Innovatio (4.0 cr)
•MGMT 6305 - The International Environment of Business (4.0 cr)
•MILI 6997 - MILI Global Valuation Lab (4.0 cr)
•MKTG 6072 - International Marketing (4.0 cr)
•SCO 6081 - Global Operations Strategy (4.0 cr)

**Electives**

Additional courses may be available - check with your MBA program adviser for more details.

Take 22 or more credit(s) from the following:

•ACCT 5181 - Consolidations and Advanced Reporting (2.0 cr)

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- ACCT 6102 - Financial Statement Analysis (2.0 cr)
- APEC 5831 - Food and Agribusiness Marketplace (2.0 - 3.0 cr)
- BLAW 6158 - The study of laws affecting private business and publicly-traded companies. (2.0 cr)
- ENTR 6025 - Introduction to Entrepreneurship (2.0 cr)
- ENTR 6021 - Developing New Ventures (2.0 cr)
- ENTR 6023 - Financing Business Ventures (2.0 cr)
- ENTR 6036 - Managing the Growing Business (2.0 cr)
- ENTR 6037 - Corporate Venturing (2.0 cr)
- ENTR 6041 - Initiating New Product Design and Business Development (4.0 cr)
- ENTR 6042 - Implementing New Product Design and Business Development (4.0 cr)
- FINA 6111 - Financing over a Firm's Lifecycle (1.0 cr)
- FINA 6112 - Private Equity (1.0 cr)
- FINA 6121 - Debt Markets, Interest Rates, and Hedging (2.0 cr)
- FINA 6122 - Financial Management of Depository Institutions (2.0 cr)
- FINA 6123 - Financial Services Industry (2.0 cr)
- FINA 6211 - Cash Flows and Project Selection (1.0 cr)
- FINA 6212 - Working Capital Management (1.0 cr)
- FINA 6213 - Financial Capital Structure (1.0 cr)
- FINA 6214 - Business Valuation (1.0 cr)
- FINA 6222 - Mergers and Acquisitions (2.0 cr)
- FINA 6241 - Corporate Financial Decisions and Analysis (4.0 cr)
- FINA 6321 - Portfolio Analysis and Management (2.0 cr)
- FINA 6322 - Financial Modeling (2.0 cr)
- FINA 6323 - Advanced Financial Modeling (2.0 cr)
- FINA 6324 - Securitization Markets (2.0 cr)
- FINA 6325 - Behavioral Finance (2.0 cr)
- FINA 6341 - World Economy (4.0 cr)
- FINA 6511 - Options for Corporate Finance (1.0 cr)
- FINA 6522 - Introduction to Derivatives and Financial Risk Management (2.0 cr)
- FINA 6529 - Advanced Topics in Fixed Income and Derivatives (2.0 cr)
- FINA 6611 - Finance for Multinationals (1.0 cr)
- FINA 6621 - International Financial Management (2.0 cr)
- HRIR 6112 - People Analytics (2.0 cr)
- IDSC 6051 - Information Technologies and Solutions (2.0 cr)
- IDSC 6423 - Enterprise Systems (2.0 cr)
- IDSC 6442 - E-Sourcing and E-Auctions (2.0 cr)
- IDSC 6444 - Business Analytics for Managers I (2.0 cr)
- IDSC 6446 - Business Analytics for Managers II (2.0 cr)
- IDSC 6455 - Web 2.0: The Business of Social Media (2.0 cr)
- IDSC 6465 - Emerging Technologies and Digital Transformation: Changes to Work, Capability Sourcing and Innovatio (4.0 cr)
- IDSC 6471 - Knowledge Management (2.0 cr)
- IDSC 6490 - Advanced Topics in MIS (2.0 cr)
- INS 6105 - Corporate Risk Management (2.0 cr)
- INS 6101 - Employee Benefits (2.0 cr)
- INS 6205 - Insurance Theory and Practice (2.0 cr)
- MBA 6035 - Managerial Accounting (3.0 cr)
- MBA 6403 - Strategic Change in the Energy Industry (2.0 cr)
- MCOM 5500 - Enhancing Your Executive Image in Business Communications (2.0 cr)
- MCOM 5515 - Persuasive Writing in Business (2.0 cr)
- MCOM 5535 - Strategies and Skills for Managerial Presentations (2.0 cr)
- MGMT 5102 - StartUp: Customer Development and Testing (2.0 cr)
- MGMT 6004 - Negotiation Strategies (2.0 cr)
- MGMT 6031 - Industry Analysis and Competitive Strategy (4.0 cr)
- MGMT 6032 - Strategic Alliances (2.0 cr)
- MGMT 6033 - Strategy Implementation (2.0 cr)
- MGMT 6034 - Strategic Leadership (2.0 cr)
- MGMT 6035 - Complex and Cross-Cultural Negotiations (2.0 cr)
- MGMT 6041 - Competing Globally (2.0 cr)
- MGMT 6055 - Management of Innovation and Change (2.0 cr)
- MGMT 6071 - Strategic Management of Technological Change (2.0 cr)
- MGMT 6084 - Management of Teams (2.0 cr)
- MGMT 6085 - Corporate Strategy (4.0 cr)
- MGMT 6100 - Topics in Management (2.0 cr)
- MGMT 6305 - The International Environment of Business (4.0 cr)
- MGMT 6311 - Cross-Cultural Management: Developing Intercultural Compentence (2.0 cr)
- MGMT 6402 - Integrative Leadership: Leading Across Sectors to Address Grand Challenges (3.0 cr)

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- MGMT 6411 - Corporate Responsibility (2.0 cr)
- MILI 6235 - Pharmaceutical Industry: Business and Policy (2.0 cr)
- MILI 6421 - Healthcare Law: Stratrategic and Business Implications (2.0 cr)
- MILI 6562 - Information Technology in Health Care (2.0 cr)
- MILI 6589 - Medical Technology Evaluation and Market Research (2.0 cr)
- MILI 6726 - Medical Device Industry: Business and Public Policy (2.0 cr)
- MILI 6963 - Healthcare Analytics (2.0 cr)
- MILI 6985 - The Health Care Marketplace (2.0 cr)
- MILI 6991 - Anatomy and Physiology for Managers (2.0 cr)
- MILI 6992 - Healthcare Delivery Innovations:Optimizing Cost and Quality (2.0 cr)
- MILI 6995 - Medical Industry Valuation Laboratory (2.0 cr)
- MILI 6997 - MILI Global Valuation Lab (4.0 cr)
- MKTG 6052 - Marketing Analytics: Managerial Decisions (2.0 cr)
- MKTG 6051 - Marketing Research - Rapid Insights (2.0 cr)
- MKTG 6055 - Buyer Behavior (2.0 cr)
- MKTG 6062 - Marketing Channels (2.0 cr)
- MKTG 6072 - International Marketing (4.0 cr)
- MKTG 6073 - Marketing in High Tech Settings (2.0 cr)
- MKTG 6075 - Pricing Strategy (4.0 cr)
- MKTG 6078 - Advertising & Promotion (4.0 cr)
- MKTG 6082 - Brand Strategy (2.0 cr)
- MKTG 6083 - Customer Analytics (2.0 cr)
- MKTG 6084 - Persuasion and Influence (2.0 cr)
- MKTG 6085 - Nudge: Improving Decisions about Health, Wealth and Happiness (2.0 cr)
- MKTG 6086 - Digital Marketing (2.0 cr)
- MKTG 6087 - Power of Story (1.0 cr)
- MKTG 6088 - Strategic Marketing (3.0 cr)
- SCO 6041 - Project Management (2.0 cr)
- SCO 6045 - Strategic Sourcing (2.0 cr)
- SCO 6048 - Logistics and Transportation (2.0 cr)
- SCO 6051 - Service Management (2.0 cr)
- SCO 6072 - Managing Technologies in the Supply Chain (2.0 cr)
- SCO 6081 - Global Operations Strategy (4.0 cr)
- SCO 6085 - Sales, Inventory, and Operations Planning (2.0 cr)
- SCO 6091 - Process Improvement Methods (2.0 cr)
- SCO 6092 - Supply Chain Risk and Security (2.0 cr)
- SCO 6094 - Responsible Supply Chain Management (2.0 cr)
- SCO 6095 - Supply Chain Management in the Food and Agribusiness Sector (2.0 cr)
- SCO 6096 - Supply Chain Management in the Health Care and Medical Devices Sector (2.0 cr)
- SCO 6097 - Supply Chain Management in the Retail Sector (2.0 cr)
- SCO 6098 - Operations Excellence via Lean Thinking (2.0 cr)
- SCO 6191 - Big Data Analytics in Supply Chains (2.0 cr)
- SCO 6192 - Supply Chain Finance (2.0 cr)

## Global Medical Industry M.B.A.

The Carlson Global Medical Industry MBA is designed to train multi-professional business leaders around the world to shape the future of the medical industry and drive innovation in financing, technology and care solutions. The curriculum integrates rich practical experiences in data analytics, medical technology, technological innovation, global financing, business operations and management, marketing, strategy, and promotion of the worlds sustainable development all with a uniquely global perspective. The program features a capstone course, Global Medical Innovation Laboratory, offering curriculum and experiential learning with partner Universities on multiple continents as an immersive critical student thinking process to accelerate affordable new service and technology solutions around the world. Since first offered to domestic MBA students in 2014, the Laboratory has won multiple awards for innovation in MBA and business school curriculum.  The lab is a mix of class sessions, research, virtual site visits, and group work. This lab is geared to provide participants with an opportunity to work in cross-cultural teams on a valuation project.

**Global Medical Industry MBA Courses**

Take the following courses:

- IDSC 6051 - Information Technologies and Solutions (2.0 cr)
- MBA 6031 - Financial Accounting (3.0 cr)
- MBA 6035 - Managerial Accounting (3.0 cr)
- MBA 6111 - Organizational Behavior (2.0 cr)
- MBA 6121 - Data Analysis and Statistics for Managers (3.0 cr)
- MBA 6141 - Managerial Economics (2.0 cr)
- MBA 6211 - Marketing Management (3.0 cr)
- MBA 6221 - Supply Chain & Operations (3.0 cr)

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MBA 6231 - Financial Management (3.0 cr)
MBA 6301 - Strategic Management (3.0 cr)
MBA 6315 - The Ethical Environment of Business (2.0 cr)
MIMB 6883 - The Global Healthcare Marketplace (2.0 cr)
MIMB 6884 - Pharmaceutical Industry (2.0 cr)
MIMB 6885 - Information Technology in Health Care (2.0 cr)
MIMB 6886 - Medical Technology Evaluation and Market Research (2.0 cr)
MIMB 6887 - Medical Device Industry (2.0 cr)
MIMB 6888 - Research and Development of Medical Technology (2.0 cr)
MIMB 6889 - Health Law and Intellectual Property Strategy (2.0 cr)
MIMB 6890 - Data Driven Project Work (2.0 cr)
MIMB 6891 - Medical Industry Valuation Laboratory (4.0 cr)

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