

# MBA Program Handbook

Welcome to the MBA program at Excelsior University. This program goes beyond traditional online classroom learning, incorporating sought-after skills and competencies, immersive learning experiences, real-world case studies, and mock experiences. Students will engage in hands-on activities, simulations, and collaborative projects that mirror real-world business challenges. They will participate in interdisciplinary scenarios that draw from economics, finance, marketing, and leadership to develop holistic insights and strategic decision-making skills. From organizational field studies to pitch presentations, our immersive experiences are meticulously crafted to resonate with each participant's unique background and aspirations, fostering both personal and professional growth within the dynamic realm of business leadership. Join us on this transformative journey where learning transcends boundaries and empowers leaders to thrive in today's dynamic business environment. This Program Handbook outlines your program experience.

Students in the MBA program participate in required synchronous components. These include a one-on-one verbal competency session with faculty in Week 7 and a synchronous presentation symposium in Week 8 involving all MBA students and faculty. Some courses also incorporate weekly or other live class sessions. Students are informed of all scheduled synchronous activities in Week 1.

Synchronous engagement fosters a scholarly community and supports the development of concise presentation skills expected by employers. During these sessions, cameras are expected to be on, and microphones should be used as directed. Reasonable accommodations are provided in exceptional cases.

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## Application & Eligibility

Thank you for your interest in the Master of Business Administration (MBA) program at Excelsior University. Our MBA program is designed to cultivate leadership and forward thinking among experienced professionals, and we

are excited to consider you as a candidate. Your background and experience will play a crucial role in contributing to the diversity and richness of our cohort.

Eligibility for the MBA is completion of a bachelor's degree at a regionally accredited college or university, or the foreign equivalent. This criterion should be demonstrated through an official transcript.

Deadlines for application are listed on the program Web site.

We look forward to reviewing your application and learning more about your qualifications and experiences.

## Program Description

*Our MBA offers a unique blend of industry-involved experiences, emphasizing resilient, entrepreneurial, and forward-thinking business practices. Students will emerge as leaders with a comprehensive view of leadership in a dynamic, socially conscious business environment. They will engage in industry projects, experiential opportunities, and network building that can be leveraged for a lifetime.*

## Curriculum

### The Course Experience\*

- **SkillSource Skills:** The School of Business SkillSource is housed in the School of Business Hub found in Canvas, and provides foundational business knowledge for students taking business courses. Each course requires the completion of one or more of these Skills, which teach foundational skills and competencies the program is built on. Students will only need to complete each Skill once in their program journey.
- **Immersive Learning Experiences:** Immersive learning experiences are several-hour activities that offer focused, hands-on, experiential learning opportunities to truly teach, and authentically assess, top business skills and competencies. Students in the MBA program will complete their immersive learning experiences in weeks 1-3 each term.
- **Course Content:** The active online asynchronous part of the course further exposes students to expert insights, teaches foundational business theories and practices, and offers ways for students to share and discuss their learnings with other students and faculty. We've taken a situational learning approach, so online course activities include case studies to apply theories, and each discussion becomes a space to try out and debrief skills and competencies in mock experiences. The course content is focused on during weeks 1-6 in courses.
- **Verbal Competency Session:** Students are assessed on their knowledge through verbal competency exams. In week 7, students will be given 20 minutes to present on a prompt that corresponds to that term's work, and then will be given 3 faculty-crafted questions to answer. This opportunity will allow students to articulate the knowledge, ideas, and skills verbally that they developed in the term's immersives and coursework. Students will be able to sign up for this time slot and will receive their prompt in week 6.
- **Presentation Symposium:** During week 8, students have a chance to present their immersive project-based work and findings in a virtual Presentation Symposium. Students will be notified of the presentation symposium date and presentation time slot in week 1.

\*If students face any issues attending any of the synchronous components in this course, they must contact their faculty member immediately.

## Core Courses

<b>BUS509 Resilient Leadership &amp; Organizational Behavior</b>
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This course equips students with the knowledge and skills to navigate dynamic organizational environments through resilient leadership. Participants will evaluate resilient leadership theories, formulate strategies for fostering workplace resilience, and analyze case studies to discern their impact on organizational culture and performance. The course emphasizes creating innovative solutions, applying resilient leadership for positive organizational change, and synthesizing research contributions to scholarly discourse and practical applications. Additionally, students will develop a comprehensive resilience plan, integrating leadership principles to fortify organizations in ever-evolving contexts. This holistic exploration prepares leaders to thrive in dynamic professional landscapes.

**Outcomes:**

1. Evaluate theories and formulate strategies for resilient leadership to foster workplace resilience.
2. Create innovative solutions by applying resilient leadership to drive positive organizational change.
3. Analyze case studies to discern the impact of resilient leadership on organizational culture and performance.
4. Synthesize research that contributes to scholarly discourse and practical applications in resilient leadership.
5. Develop a comprehensive resilience plan that integrates leadership principles for organizational resilience in dynamic environments.

**SkillSource Skills\*:**

- Communications
- Management
- Leadership

**Immersive Learning Experiences\*\*:**

- **The Corporate Social Responsibility Workshop:** The Corporate Social Responsibility Workshop provides a comprehensive exploration of the principles and practices of corporate social responsibility (CSR). Participants will delve into key topics such as ethical business practices, sustainability, community engagement, and social impact. By the end of the workshop, attendees will be equipped with the knowledge and tools to champion CSR initiatives, fostering a commitment to ethical and socially responsible leadership in their future careers.
- **Organizational Behavior Field Study:** In the Organizational Behavior Field Study, students will engage in comprehensive on-site observations and interviews within an assigned organization, applying organizational behavior frameworks and theories to document and analyze specific examples. Based on the collected data, students will create well-founded recommendations for improving organizational behavior, showcasing their advanced application of organizational behavior theories.

**Course Content\*\*\*:**

- Weeks 1-6 features educational content and check-your-knowledge activities.
- Weeks 2-6 features case studies (assignments or other) and mock experiences (discussions or other).

**Verbal Competency Session\*\*\*\*:**

- This prompt layers the course outcomes, immersive outcomes, and current applicable events.

**Presentation Symposium\*\*\*\*\*:**

- Organizational Behavior Field Study Project

Students will learn about advanced project management principles and develop schedules focusing on key concepts. The emphasis is on applying operations strategies for optimal processes, resource use, and efficient supply chains to enhance organizational performance. Through advanced techniques, students navigate project and operational risks for successful outcomes. Quality management, including Six Sigma methodologies, ensures high-quality deliverables. The course incorporates data analytics and quantitative methods for informed decision-making, utilizing KPIs to measure and improve performance. Essential team management skills, team development, conflict resolution, and effective project communication tools are integral components. This learning experience equips students for success in the dynamic fields of operations and project management.

**Outcomes:**

1. Develop innovative project management strategies that incorporate diverse principles to realize successful outcomes and communication tools.
2. Create a project schedule with a work breakdown structure, emphasizing key scheduling concepts like networks, duration estimation, and critical path definition.
3. Recommend operations strategies for optimal processes, resource use, and efficient supply chain, enhancing overall organizational performance.
4. Evaluate project and operational risks via advanced risk management techniques.
5. Formulate advanced quality management, integrating Six Sigma and other methodologies to ensure high-quality deliverables in projects and operations.

**SkillSource Skills\*:**

- Project Management
- Operations

**Immersive Learning Experiences\*\*:**

- **Agile Approaches Project:** Students will immerse themselves in an Agile Project designed to provide practical insights into Agile methodologies. Working in iterative cycles, participants will tackle a simulated project with changing requirements, fostering adaptability and flexibility. Students will take on various roles such as Scrum Master, Product Owner, and development team members to understand the dynamics of Agile project teams. This hands-on experience aims to deepen students' understanding of Agile project management and prepare them for Agile-oriented roles in dynamic project environments.
- **Kaizen Bootcamp:** Students will immerse themselves in a Kaizen Workshop, a dynamic and collaborative event aimed at continuous improvement. Participants, organized into cross-functional teams, will analyze specific processes within a simulated or real organizational context. Through a series of workshops, students will employ Kaizen principles, including Gemba walks, value stream mapping, and collaborative problem-solving sessions. The focus will be on identifying inefficiencies, reducing waste, and implementing small but impactful changes to enhance overall process performance.

**Course Content\*\*\*:**

- Educational content (pages with text and media) which contain check-your-knowledge activities.
- Case studies (assignments or other) and mock experiences (discussions or other).

**Verbal Competency Session\*\*\*\*:**

- This prompt layers the course outcomes, immersive outcomes, and current applicable events.

**Presentation Symposium\*\*\*\*\*:**

- Agile Approaches Project

## **BUS524 Corporate Finance & Accounting**

This comprehensive course in Corporate Finance & Accounting equips students with the essential skills for strategic financial decision-making. Through a blend of theoretical understanding and practical application, participants will learn to conduct financial analyses that integrate accounting and auditing, ensuring accurate and transparent reports. The course delves into optimizing capital structures, incorporating auditing principles to assess the impact of financing options on financial health. Students will gain proficiency in analyzing a firm's performance using financial statements and explaining complex financial transactions such as mergers, leverage buyouts, and divestitures of assets. Moreover, the course focuses on the development of integrated financial plans, incorporating accounting, auditing, and forecasting for informed and strategic decision-making.

### **Outcomes:**

1. Conduct financial analyses integrating accounting and auditing for accurate, transparent reports in strategic decision-making.
2. Optimize capital structures, incorporating auditing principles to assess the impact of financing options on financial health.
3. Analyze a firm's performance using financial statements.
4. Explain mergers, leverage buyouts, and divestitures of assets.
5. Develop integrated financial plans, incorporating accounting, auditing, and forecasting for strategic decision-making.

### **SkillSource Skills\*:**

- Finance
- Accounting
- Auditing

### **Immersive Learning Experiences\*\*:**

- **Compliance Audit and Investigation Simulation:** Students will engage in a realistic and complex case scenario involving a fictitious company facing compliance challenges. Students are assigned specific roles within the simulated scenario, such as compliance officers, auditors, legal advisors, and executives. Each role will come with unique responsibilities and perspectives. As part of the simulation, students will conduct an investigation into identified compliance issues, formulate corrective action plans, and prepare a comprehensive report for the company's leadership.
- **Financial Management Project:** In this project, students will undertake a real-world financial management challenge that requires the integration of accounting, finance, and auditing principles. They will analyze financial statements, assess the financial health of an organization, and conduct a thorough audit of its financial processes. This activity aims to provide a holistic understanding of accounting, finance, and auditing by immersing students in a realistic and integrated financial management experience.

### **Course Content\*\*\*:**

- Educational content (pages with text and media) which contain check-your-knowledge activities.
- Case studies (assignments or other) and mock experiences (discussions or other).

### **Verbal Competency Session\*\*\*\*:**

- This prompt layers the course outcomes, immersive outcomes, and current applicable events.

### **Presentation Symposium\*\*\*\*\*:**

- Financial Management Project

## **BUS532 Ethical Risk Management & Compliance**

Businesses face various risks, including financial, operational, strategic, compliance, and reputational risks, in this volatile and unpredictable world. The goal of risk management is not only to minimize the negative impact of potential threats but also to capitalize on opportunities that may arise. This course provides a comprehensive exploration of ethical risk management & compliance in the business context. Participants will apply ethical theories and frameworks to navigate complex business scenarios, ensuring adherence to laws, regulations, and industry standards. The course emphasizes the development of ethical expectations, policies, and procedures to foster an organizational culture of ethical awareness and compliance. Participants will also learn to prioritize ethical conduct in managing stakeholder relationships and effectively navigate complex, global business interests. Furthermore, the course equips individuals with the skills to apply risk mitigation techniques, establishing a resilient organizational framework that places a premium on ethical conduct and compliance.

### **Outcomes:**

1. Evaluate ethical theories and frameworks in complex business scenarios.
2. Compare laws, regulations, and industry standards for effective compliance program development and implementation.
3. Develop ethical expectations, policies, and procedures to cultivate an organizational culture of ethical awareness and compliance.
4. Justify ethical conduct in managing stakeholder relationships and navigate complex, global business interests.
5. Recommend risk mitigation techniques to establish a resilient organizational framework that prioritizes ethical conduct and compliance.

### **SkillSource Skills\*:**

- Ethics
- Compliance
- Risk Management

### **Immersive Learning Experiences\*\*:**

- **Ethics Panel Discussion and Real-World Scenarios with Experts:** This interactive session brings together seasoned experts in business ethics for a thought-provoking panel discussion on various ethical theories and their practical applications. The panelists, drawn from diverse industries, will share their insights, experiences, and best practices, offering students a valuable opportunity to deepen their understanding of ethical decision-making in the corporate world. The event aims to foster critical thinking and equip students with the tools needed to navigate ethical challenges in their professional journeys, promoting a culture of integrity and responsible business practices.
- **Enterprise Resource Planning (ERP) Analysis Project:** In this activity, students will engage in an ERP Integration Analysis Project that combines SAP applications with Microsoft Excel, Office, and Outlook functionalities. The activity provides a practical understanding of how these software applications synergize in an enterprise environment. Students will gain proficiency in SAP applications and Microsoft tools while learning to streamline business processes and enhance collaboration through ERP integration.

### **Course Content\*\*\*:**

- Educational content (pages with text and media) which contain check-your-knowledge activities.
- Case studies (assignments or other) and mock experiences (discussions or other).

### **Verbal Competency Session\*\*\*\*:**

- This prompt layers the course outcomes, immersive outcomes, and current applicable events.

**Presentation Symposium\*\*\*\*\*:**

- Enterprise Resource Planning (ERP) Analysis Project

**BUS573 Strategic Brand Marketing**

In this course, students will master the art of creating impactful brand marketing campaigns, developing a deep understanding of various marketing frameworks and their applicability across diverse organizational cultures. They will critically evaluate marketing contexts, examining the practical use of media to achieve organizational goals. The course will also focus on deriving value from social media activities, enabling students to generate a return on investment for time and resources invested. Additionally, students will gain insights into the ethical and regulatory aspects integral to best-practice marketing programs, fostering a comprehensive understanding of responsible marketing strategies.

**Outcomes:**

1. Create an effective brand marketing campaign.
2. Compare and contrast possibilities and limitations of various marketing frameworks across organizational cultures.
3. Evaluate marketing contexts to assess the impact and practical use of media to achieve organizational goals and objectives.
4. Derive value from social media activities and campaigns as to generate a return and ROI (Return on Investment) for invested time and resources.
5. Identify the various aspects of ethical and regulatory compliance that must be part of any best-practice marketing program.

**SkillSource Skills\*:**

- Marketing

**Immersive Learning Experiences\*\*:**

- **Brand Audit and Strategic Analysis Consulting Project:** Students will engage in a Brand Audit and Strategic Analysis project, involving an in-depth examination of an existing brand within a chosen industry. Working individually or in teams, participants will conduct a thorough brand audit, assessing elements such as brand identity, positioning, communication strategies, and consumer perceptions. Through market research, competitor analysis, and stakeholder interviews, students will gather insights to evaluate the brand's current strengths and weaknesses.
- **Business Communication Live Case Analysis:** Students will immerse themselves in live business communication cases unfolding in real-time. Acting as consultants, individuals or teams will engage with organizations facing authentic communication dilemmas, incorporating factors such as evolving industry trends, global dynamics, and contemporary workplace challenges. Students will apply theoretical frameworks to swiftly analyze and propose strategic communication solutions, emphasizing adaptability, responsiveness, and real-time decision-making.

**Course Content\*\*\*:**

- Educational content (pages with text and media) which contain check-your-knowledge activities.
- Case studies (assignments or other) and mock experiences (discussions or other).

**Verbal Competency Session\*\*\*\*:**

- This prompt layers the course outcomes, immersive outcomes, and current applicable events.

**Presentation Symposium\*\*\*\*\*:**

- Brand Audit and Strategic Analysis Consulting Project

### **BUS570 Information Technology**

In this course, students will explore the strategic role of Information Technology (IT) in modern organizations. They will learn to recommend and justify the adoption of advanced business technologies, focusing on enhancing productivity and organizational efficiency. Students will delve into the transformative power of IT, justifying its role in fostering innovation, enabling new business models, and maintaining competitiveness in dynamic markets. Additionally, they will gain insights into the risks associated with IT, becoming proficient in implementing measures to ensure data security and privacy, with a particular emphasis on cybersecurity threats. The course will also equip students with the skills to facilitate effective communication and collaboration within teams, utilizing collaborative tools and platforms. Furthermore, students will develop the ability to create compelling data visualizations through data analysis, enabling them to communicate complex information and contribute to strategic decision-making processes.

#### **Outcomes:**

1. Recommend advanced business technologies for greater productivity and organizational efficiency.
2. Justify the role of IT in fostering innovation, enabling new business models, and staying competitive in the market.
3. Determine the risks associated with IT, including cybersecurity threats, and implementing measures to ensure data security and privacy.
4. Facilitate effective communication and collaboration within teams through collaborative tools and platforms.
5. Create compelling data visualizations using data analysis for communicating complex information and strategic decision-making.

#### **SkillSource Skills\*:**

- Microsoft Excel
- Microsoft Office
- Microsoft Outlook
- SQL
- Tableau
- SAP Applications
- Dashboard
- Python
- Power BI
- Data Analysis

#### **Immersive Learning Experiences\*\*:**

- **The Strategic Technology and Innovation Workshop:** The Strategic Technology and Innovation Workshop is designed to empower graduate students with the knowledge and skills essential for leveraging technology and fostering innovation in their academic and professional endeavors. This interactive session covers topics such as strategic technology adoption, cultivating an innovation mindset, utilizing digital tools for research and collaboration, and exploring emerging trends in technology and education. The workshop aims to equip participants with a holistic understanding of how technology can be strategically employed to drive innovation, fostering an entrepreneurial and creative mindset essential for success in future careers.
- **Data Analysis and Visualization Project:** In this activity, students will work on a comprehensive data analysis and visualization project. The project involves acquiring a

dataset, cleaning and preprocessing the data, and database queries and manipulation. The activity will culminate in the creation of visualizations to effectively communicate findings. This activity provides a holistic approach to integrating computer science principles, programming, and the context of data analysis and visualization.

**Course Content\*\*\*:**

- Educational content (pages with text and media) which contain check-your-knowledge activities.
- Case studies (assignments or other) and mock experiences (discussions or other).

**Verbal Competency Session\*\*\*\*:**

- This prompt layers the course outcomes, immersive outcomes, and current applicable events.

**Presentation Symposium\*\*\*\*\*:**

- Data Analysis and Visualization Project

**BUS699 Business Strategy Capstone**

In this capstone course, students will integrate their acquired knowledge into a self-designed and led final project. They'll apply inclusive, sustainable business practices, leverage technology for efficiency, and make informed strategic decisions within the context of their project. Emphasis is on fostering inclusive teams, effective leadership communication, and navigating dynamic environments, all woven into their unique project. The experience encourages students to leverage business networks within their project, generating new ideas and opportunities. This culmination prepares students for leadership roles by integrating multidimensional skills for impactful contributions to the business landscape through their self-directed project.

**Outcomes:**

1. Graduates will develop innovative strategies for leading resilient, entrepreneurial, and forward-thinking business practices in organizations.
2. Graduates will implement technology-driven solutions for organizational efficiency, competitiveness, and success.
3. Graduates will evaluate the impact of strategic decisions using business acumen.
4. Graduates will implement initiatives to enhance team inclusivity and performance in diverse contexts.
5. Graduates will develop effective communication strategies using multiple channels to align organizational vision with diverse stakeholders.
6. Graduates will develop long-term sustainability plans for organizations in dynamic environments and with a forward-looking approach.
7. Graduates will initiate collaborative projects to generate new ideas and enhance their business networks.

**SkillSource Skills\*:**

- Social Media

**Immersive Learning Experiences\*\*:**

- **Networking and Social Media Analytics Bootcamp:** Students will actively engage in a hands-on experience focused on analyzing networking efforts and social media impact. The workshop will cover advanced strategies for building professional connections both online and offline. Students will explore various social media analytics tools, gaining insights into their online presence, audience engagement, and the effectiveness of networking initiatives.
- **Leadership Discovery Program:** This experience features guest speakers, workshops, and 'industry speed dating'. By the end, students will develop a personal leadership prospectus, having identified their personal brand and leadership styles. They will better

understand how to best work toward their future goals. Lastly, they will have a chance to speed date with prospective employers to better understand the employment process.
<b>Course Content***:</b>
<ul style="list-style-type: none"> <li>Educational content (pages with text and media) which contain check-your-knowledge activities.</li> <li>Case studies (assignments or other) and mock experiences (discussions or other).</li> </ul>
<b>Faculty Feedback Session:</b>
<ul style="list-style-type: none"> <li>This session in Week 7 allows the student to share and receive feedback about their capstone project before presenting it in Week 8.</li> </ul>
<b>Presentation Symposium*****:</b>
<ul style="list-style-type: none"> <li>Capstone Project</li> </ul>

- \*SkillSource Skills must be completed by the end of the course.
- \*\*Immersive Learning Experiences will be completed in Week 1 at residency.
- \*\*\*Course Content: Weeks 1-6 features educational content (pages with text and media) which contain check-your-knowledge activities. Weeks 2-6 features case studies (assignments or other) and mock experiences (discussions or other).
- \*\*\*\*Verbal Competency Session: This prompt layers the course outcomes, immersive outcomes, and current applicable events. Students receive the prompt in Week 6 and schedule a session with their faculty member in Week 7.
- \*\*\*\*\*Presentation Symposium: Students present an immersive learning experience project at this 3 hour even in Week 8.

## Concentrations (course details coming soon)

Concentrations	Description	Outcomes
Advanced Project Management: 1. BUS530 Project Management Principles and Application 2. BUS597 Project Planning and Execution 3. BUS598 Project Monitoring, Control, and Closure	This concentration equips students with comprehensive skills for managing complex projects, focusing on planning, execution, monitoring, and closure. This program prepares students to effectively lead large-scale projects and ensure successful outcomes.	CO1: Design advanced project plans, allocate resources efficiently, and manage risks effectively. CO2: Implement robust monitoring and control systems to keep projects on track and adapt to changes. CO3: Design project closure, ensuring successful completion and desired outcomes.
Cannabis Control: 1. CBC600 Implications of Legislation, Policy, and Compliance 2. CBC601 Complexities of Cannabis as Commerce 3. CBC602 Risk Assessment in Cannabis Control	This concentration prepares students with the skills and the knowledge base to understand the impacts of legalization of cannabis in our communicates, states, and nation. The curriculum incorporates best-practice instructional techniques - including realistic	CO1: Recommend strategies to ensure regulatory compliance in a rapidly evolving regulatory landscape. CO2: Create workforce development and public health system responses to cannabis legalization that promote social equity.

	<p>case studies - to foster strong critical thinking skills that will enable students to keep pace with the fast-changing environment. Innovative courses that meld industry and practitioner-based readings with the scientific--based research enable the program to offer much-needed subject matter expertise in the field.</p>	<p>CO3: Conduct risk assessment in communicates where cannabis has been legalized. CO4: Recommend strategies for ensuring consistent product quality and safe reliable supply chains at level, state, federal, and international levels.</p>
<p>Cybersecurity Operations:</p> <ol style="list-style-type: none"> <li>1. CYS560 Information Assurance</li> <li>2. CYS575 IT Risk Analysis and Management</li> <li>3. CYS526 Cyber Attacks and Defense</li> </ol>	<p>This concentration takes a hands-on focus while combating cybersecurity threats and conducting risk analysis. The focus is on threat detection and incident response, information assurance, as well as cyber defense mitigation.</p>	<p>CO1: Apply risk analysis methodologies to identify potential vulnerabilities, associated impacts, and recommend appropriate responses. CO2: Apply appropriate protocols, tools, and techniques to maximize security in the network environment. CO3. Construct cybersecurity strategies that use information technology to measurably improve cybersecurity performance.</p>
<p>Data Analytics:</p> <ol style="list-style-type: none"> <li>1. BUS540 Strategic Management of Innovative Technology</li> <li>2. BUS563 Data Analytics</li> <li>3. BUS564 Big Data and Visualization</li> </ol>	<p>This concentration enhances students' analytical abilities and equips them with the skills to uncover new insights that improve strategic business decisions. Through this concentration, students learn how to collect, analyze, and visually represent rich sets of data designed to improve organizational decision making.</p>	<p>CO1: Formulate technology innovation strategies to communicate strategic data driven business recommendations to stakeholders. CO2: Use data analytics and visualization to improve, illustrate, and monitor organizational performance, while furthering the vision.</p>
<p>Distributed Workforce Management:</p> <ol style="list-style-type: none"> <li>1. BUS561 Virtual Training and Development</li> <li>2. BUS562 Virtual Team Management</li> </ol>	<p>This concentration trains students to strategically lead decisively across all functions in organizations, including recruitment and selection, training and development,</p>	<p>CO1: Emphasize research as vital in both academic and applied settings. CO2: Collaborate on projects and case analyses with peers while information feedback from outside sources.</p>

<p>3. IND522 Leading High Performing Teams</p>	<p>performance appraisals, health and safety, labor relations, and communications. Students will create value for the organizations and communicates they serve by solving the complex challenges related to managing within a distributed work environment.</p>	<p>CO3: Focus the application of distributed workforce in a variety of organizations, including health care and nonprofits. CO4: Apply managerial skills to help begin as well as advance one's career in distributed workforces. CO5: Integrate diversity, equity, and inclusion into content and andragogy on distributed workforce management. CO6: Change corporate policy, organizational change, and transformation because of distributed work.</p>
<p>Enterprise Risk Management: 1. ERM600 Foundations of Enterprise Risk Management 2. ERM601 Applied Enterprise Risk Management Methods and Analysis 3. ERM602 Business Continuity Planning Strategy</p>	<p>This concentration equips students with the expertise to identify, assess, and manage risks across an organization, ensuring resilience and strategic advantage. This program prepares students to develop and implement robust risk management strategies and business continuity plans that safeguard organizational assets and operations.</p>	<p>CO1: Develop comprehensive risk management frameworks that identify, assess, and mitigate organizational risks effectively. CO2: Apply advanced risk management methods to enhance organizational resilience and strategic decision-making. CO3: Design business continuity plans to ensure operational stability and rapid recovery from disruptions.</p>
<p>Finance &amp; Accounting: 1. ACC504 Corporate Financial Reporting and Disclosure 2. ACC505 Financial Statement Analysis 3. BUS500 Accounting for Managers</p>	<p>This concentration is designed to equip graduates with the necessary principles and tools to be successful in management positions in finance, business, management and accounting firms, corporations, government, and nonprofit organizations. It deepens the understanding of financial analysis, corporate disclosure, and nonprofit accounting.</p>	<p>CO1: Apply advanced financial accounting knowledge to corporations, government, and nonprofits. CO2: Prepare financial statements and reports.</p>
<p>Concentration in General Business:</p>	<p>This concentration allows students to develop a personalized concentration area</p>	<p>n/a</p>

<p>Students take any 3 graduate business courses outside of the core.</p>	<p>that spans multiple concentrations. Students can tailor their concentration to their specific life and career goals, providing them with flexibility in developing their knowledge and skills.</p>	
<p>Healthcare Management:</p> <ol style="list-style-type: none"> <li>1. BUS526 Strategic Management of Health Care Organizations</li> <li>2. BUS516 Communications Strategy for the Health Care Leader</li> <li>3. HSC517 Contemporary Issues in Health Care Delivery Systems</li> </ol>	<p>The concentration prepares students to lead and manage health care organizations effectively. It focuses on strategic management principles and communication strategies essential for health care leaders to navigate the complex health care environment, enhance organizational performance, and improve patient outcomes.</p>	<p>CO1: Manage a diverse workforce providing health care for an increasingly heterogeneous population. CO2: Analyze health care funding and delivery trends to provide recommendations for organizational action.</p>
<p>Concentration in Homeland Security and Emergency Management:</p> <ol style="list-style-type: none"> <li>1. MCJ630 Risk Assessment in Homeland Security and Emergency Management</li> <li>2. MCJ650 Terrorism and Counterterrorism</li> <li>3. MCJ651 Overview: Homeland Security and Emergency Management</li> </ol>	<p>This concentration provides students with knowledge about the threats posed by domestic and international terrorism and strategies for countering those threats. Additionally, students will evaluate the best practices behind successful security planning and create threat assessments. Finally, students will evaluate and develop emergency and disaster plans that can and should be employed in the face of both man-made and natural threats to the homeland.</p>	<p>CO1: Analyze and evaluate contemporary homeland security issues as they relate to criminal justice based on an understanding of the domestic and international processes affecting homeland security. CO2: Construct and argue for the relationship between the current theories of emergency management and their practical application within the American Criminal Justice System. CO3: Evaluate risk associated with human-caused, natural, and technological disasters through a myriad of risk management approaches, including best practices used by the homeland security enterprise.</p>
<p>Human Resource Management:</p> <ol style="list-style-type: none"> <li>1. BUS504 Human Resource Management</li> <li>2. BUS514 Employment Law</li> </ol>	<p>This concentration provides students with 21st-century knowledge and skills required of human resource managers and executives who deal with human</p>	<p>CO1: Analyze the legal requirements applicable to human resource decisions. CO2: Apply human resource management principles to</p>

<p>3. BUS517 Employee Staffing and Development</p>	<p>performance issues. Students are expected to effectively apply contemporary theories and empirical research to successfully perform key functions in human resource management, including staffing, employee relations, conflict resolution, and compensation and benefits.</p>	<p>support organizational objectives.</p>
<p>Leadership:  1. IND522 Leading High Performing Teams  2. BUS550 Contingency Planning  3. BUS554 Change Management</p>	<p>This concentration equips students with essential skills to manage and inspire high-performing teams in dynamic business environments. This concentration emphasizes the practical aspects of leadership, such as direct team management, crisis handling, and change implementation, making it ideal for those looking to enhance their direct leadership capabilities.</p>	<p>CO1: Discuss key issues and challenges associated with managing organizational changes.  CO2: Apply leadership strategies to manage conflicts in the workplace.</p>
<p>Marketing:  1. BUS501 Business Communications  2. BUS506 Marketing  3. BUS545 Social Media Marketing</p>	<p>The concentration allows students to learn and apply advanced constructs in digital marketing with a focus on brand development, launch, and management. The concentration traverses the private and public sector industries in the application of business-to-business and business-to-consumer centric marketing methods.</p>	<p>CO1: Discuss key issues and challenges associated with managing digital and global marketing efforts.  CO2: Apply strategies to manage brand and channel development to benefit the corporations go to market efforts.</p>
<p>Nutrition:  1. HSC644 Nutrition for Health Professionals  2. HSC645 Nutrition Across the Life Cycle  3. HSC646 Health Education: A Cross-Cultural Perspective</p>	<p>This concentration equips students with educate individuals, families, and communities about healthful nutrition and the relationships between food and health. It also promotes access to healthy</p>	<p>CO1: Examine the interconnected influences of social determinants of health and nutrition policy on health outcomes for individuals and communities.  CO2: Use evidence-based decision-making to identify,</p>

	foods in marginalized communities.	implement, and evaluate solutions to barriers to healthful nutrition. CO3: Evaluate nutritional needs across life stages and for individuals with various health conditions.
Organizational Leadership: 1. BUS501 Business Communications 2. IND522 Leading High Performing Teams 3. BUS596 Strategy & Entrepreneurial Innovation	This concentration takes a broader approach, focusing on communication and strategic thinking within the context of leadership. This concentration is suitable for those aiming to lead at an organizational level, combining leadership of teams with strategic communication and innovation management to drive broad organizational objectives.	CO1: Discuss key issues and challenges associated with managing organizational changes. CO2: Apply leadership strategies to manage conflicts in the workplace.
Public Health Equity: Students choose three of the following: 1. PBH592 Biostatistics 2. PBH603 Behavioral Health and Social Environment 3. PBH604 Epidemiology 4. PBH610 Environmental Health 5. PBH613 Program Planning and Evaluation for Public Health	This concentration equips students to become transformational public health leaders and agents of change for their communities, particularly those that have historically faced significant health disparities. Interdisciplinary themes are infused throughout the curriculum as a best practice for cultivating enduring change in population health outcomes.	CO1: Evaluate how populations are impacted by social determinants of health CO2: Use data-driven decision-making and community partnering approaches to identify, implement, and evaluate solutions to public health issues. CO3: Design culturally sensitive public health strategies to improve health equity and social justice.
Strategic Finance: 1. FIN600 Monitoring Corporate Performance 2. FIN601 Corporate Performance and Strategy 3. FIN602 Strategic Finance	This concentration equips students with the skills to analyze, monitor, and enhance corporate performance through strategic financial management. It focuses on integrating performance monitoring, corporate strategy, and advanced financial techniques to drive organizational success	CO1: Analyze corporate performance metrics to identify areas for financial improvement and strategic growth. CO2: Develop financial strategies that align with organizational goals and enhance overall performance. CO3: Apply advanced financial techniques to support strategic decision-making and optimize resource allocation.

	and informed decision-making.	
<b>Strategic Sustainability:</b> 1. SUST601 Environmental Sustainability 2. SUST602 Sustainability Science 3. SUST603 Environmental Leadership and Strategic Sustainability	This concentration provides students with the knowledge and skills to lead and implement sustainable practices within organizations. It covers environmental sustainability, the science behind sustainability, and strategic leadership for sustainable development, preparing students to drive initiatives that promote environmental responsibility and strategic sustainability.	CO1: Develop comprehensive sustainability strategies that integrate environmental, social, and economic considerations. CO2: Apply scientific principles of sustainability to create innovative solutions for environmental challenges. CO3: Craft initiatives that promote sustainable practices and drive organizational change towards environmental responsibility.

## Course Structure

The MBA program hyper-focuses on skills and competencies most prominent in today’s job descriptions and that are foreshadowed for the near future. In developing this program, we rethought the ways we could comprehensively teach these skills and competencies in a hybrid way.

## SkillSource Skills

The School of Business SkillSource is housed in the School of Business Hub found in Canvas. SkillSource Skills provide foundational business knowledge for students taking business courses and are designed to ensure that students are prepared for the business courses in the curriculum. Each course requires the completion of one or more of these Skills, which teach foundational skills and competencies the program is built on. Students will only need to complete each Skill once in their program journey.

## Immersive Learning Experiences

Immersive Learning Experiences are several-hour activities that home in on learning a particular set of skills in an intensive and engaging way. They include experiences like:

- Tabletop Exercise and Business Continuity Plan Development
- Strategic Planning Consulting Project
- Business Development Case Analysis and Pitch Presentation

Students in the MBA program will complete 4 or more Immersive Learning Experiences each term. These Immersives will be accessible via their courses and students will have between weeks 1-3 to complete them.

## Course Content

The active online asynchronous part of the course further exposes students to expert insights, teaches foundational business theories and practices, and offers ways for students to share and discuss their learnings

with other students and faculty. We've taken a situational learning approach, so online course activities include case studies to apply theories, and each discussion becomes a space to try out and debrief skills and competencies in mock experiences.

## Verbal Competency Sessions

In week 7, students are assessed on their knowledge through verbal competency exams with a School of Business faculty member. Students will receive a prompt that corresponds to that term's work to prepare for in Week 6. In week 7, they will be given 20 minutes to present, and then will be given 3 faculty-crafted questions to answer during this session. This opportunity will allow students to articulate the knowledge, ideas, and skills verbally that they developed in the term's Immersives and coursework.

## Presentation Symposiums

During week 8, students have a chance to present their immersive project-based work and findings in a virtual symposium. Symposium dates and times will be announced in week 1 of each term. Students will be provided with time slots to present on their immersive learning experience projects and capstone projects. This multi-hour Presentation Symposium will feel like a virtual conference, with multiple classes of students presenting their projects. Students will attend other sessions and will be able to engage other School of Business classmates.

## Program Orientation

The MBA Orientation is housed in the School of Business Hub found in Canvas. It is self-paced and reiterates some of the major points found in this handbook and about the program. Students are expected to complete the orientation before engaging in Term I courses.

## Policies

Students in the MBA program are expected to follow all university policies. A few to note, particularly regarding the unique virtual and synchronous components of this program include the following. If students cannot comply due to extraneous circumstances, they must contact their advisor immediately to discuss their options.

### Accommodations

- Excelsior University is committed to the principle that every individual will have an equal opportunity to participate in a degree program, holistically aligning their academic, personal, and professional aspirations toward gaining knowledge, experiences, connections, skills, and competencies under appropriate conditions to complete a degree and reach goals. We provide reasonable accommodations for individuals with disabilities recognized under the Americans with Disabilities Act of 1990 (ADA). [Please see Excelsior Accommodations for more information.](#)

### Attendance

- Students in the MBA program are required to participate in the synchronous Verbal Competency Sessions and all components of the synchronous Presentation Symposiums. Absence from any event, may result in dismissal. If they are unable to attend any of the components, they must contact their faculty member to discuss any options that are available.

### Conduct

- Students are expected to conduct themselves in a way that respects the cooperative standards of the Excelsior community and accords with the University's educational mission. This includes obeying federal, state, and local laws as well as University policies. Not knowing or understanding these standards and policies is not a defense or excuse. Please see [Student Conduct](#) for more information.