

# Business (M.B.A.)

## at Arcadia University

*Global Perspectives...Personal Attention...Real-World Integrative Learning Experiences*

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Global Business Diplomacy  
Project Management

**Accreditation:** Arcadia University is accredited by the Middle States Association of Colleges and Schools and is accredited by the Association of Collegiate Business Schools and Programs (ACBSP). It is a member of the AACSB International (The Association to Advance Collegiate Schools of Business) and the Middle Atlantic Association of Colleges of Business Administration (MAACBA).

### Academic Policy

#### Graduate Business Program Policies and Procedures

University graduate students are subject to the University general policies and procedures for all graduate programs as outlined in the graduate catalog. (See general policies/procedures section.) Students matriculated in graduate business programs are subject to the policies and any prerequisites required for BA 500 and BA 600 level courses. See course descriptions for prerequisites. The following graduate business policies are mandatory and part of the general policy and procedures of graduate programs.

- Students must maintain a “B” or better to remain in good academic standing.
- Students must be in good academic standing (3.0) and have completed four courses within the program to be eligible for international travel.
- Students must complete all degree requirements including international travel experiences prior to enrollment in capstone course, BA 695 Global Strategic Management.
- Students must earn a “B” or better in the Capstone course, BA 695 Global Strategic Management.

### Master’s Degrees

#### Master of Business Administration with a Global Perspective

##### Concentrations

Entrepreneurship

Finance

Leadership

#### Master of Business Administration with a Concentration in Global Business Diplomacy

#### International M.B.A. Program

#### Master of Business Administration with a Global Perspective, International 3+2

#### Arcadia Graduate Certificates in Business

Entrepreneurship

Finance

Leadership

#### M.B.A Student Policy Handbook

Each student is responsible for being thoroughly familiar with all policies and procedures outlined in the M.B.A. Student Policy Handbook. Policies and procedures for students in graduate business programs are devised to safeguard the integrity of the degree or certificate granted, to facilitate the student’s progress toward the degree, and to prevent delays and misunderstandings.

## Business (M.B.A.) at Arcadia University

### Conditional Admittance

A student who is admitted conditionally is closely monitored by the program administration. The student must maintain a 3.0 grade point average and successfully complete the assessments in any deficient competency areas of accounting, finance and/or economics as outlined in the conditional admit letter (prior to the completion of nine credits). Assessment and tutorial information is provided to conditionally-admitted students in their admission letter.

### Expenses

The Arcadia M.B.A. program is an excellent investment, and financing options are available to all enrolled students. Tuition fees for the M.B.A. with a Global Perspective and the M.B.A. with a Global Business Diplomacy concentration are determined by the semester of entry, remain fixed for all future semesters of continuous enrollment, and are billed in installments. See each program overview for specific expense details.

#### Miscellaneous Fees:

**Parking:** There is no charge for parking after 4 p.m. A hangtag is required for all vehicles to park in the designated lots. Students may obtain a hangtag after bringing their vehicle registration card to the Public Safety Office. Parking is available at any location designated as Student Parking.

### Overview of M.B.A. with a Global Perspective

Arcadia's M.B.A. is a leadership development program focused on enabling students to:

- Analyze emerging global trends affecting business today.
- Collaborate across borders to utilize resources successfully on a global basis to achieve organizational goals.
- Apply technology to improve areas such as management information, communication and productivity.
- Improve skills associated with data gathering, analysis and evaluation in order to devise and implement more effective strategic plans.
- Lead organizations in achieving their goals and objectives through effective delegating, team-building, and motivating practices.

- Integrate cultural awareness and diversity in implementing ethical decisions.

Students complete two one-week international experiences, one in an emerging economy and one in a developed economy. Comparing and contrasting the two experiences takes place in the Global Strategic Management capstone course (BA 695) at the end of the program.

Arcadia's M.B.A. program educates students about the latest management decision-making tools and techniques to ensure business success. Students are exposed to cutting-edge industry best practices and techniques in key business areas.

The program engages students in developing an awareness of the impact business decisions have on society. Students will be able to incorporate this gained knowledge to ensure their organization's plans will offer a high degree of sustainability within a balanced ethical framework.

Students will develop team building and communication skills in preparation for leadership roles in the business community through case studies, team-based projects, and international travel.

Graduates of the Arcadia M.B.A. program will be able to utilize the knowledge and skills acquired to devise effective strategies and objectives for their organizations. They will be equipped with leadership and technical skills enabling them to manage teams of individuals in achieving their desired results. Arcadia's graduates will develop knowledge and leadership skills to advance their organizations and careers in an effective and responsible fashion.

**Online M.B.A. or On Campus:** The M.B.A. with a Global Perspective is offered online or one night a week on campus. Arcadia Graduate Certificates in Business are offered online.

**Expenses for M.B.A. with a Global Perspective:** For the 2011-12 academic year, the tuition for an M.B.A. with a Global Perspective (36 credits) is \$36,720, which includes two one-week international travel experiences. The two international experiences are a requirement of the M.B.A. with a Global Perspective program. Travel

## Business (M.B.A.) at Arcadia University

fees are included in the cost of the program tuition.

The travel expenses that are provided through tuition to the student include group international airfare, air taxes and fuel surcharges, group airport transfers in the destination city, double occupancy accommodations, group transportation for all activities listed in the itinerary, meals as noted in the itinerary, admission and entrance fees for cultural excursions listed on the itinerary, and student supplemental health insurance with EIIA during the travel period. Incidental expenses associated with travel that are not covered by the tuition are the responsibility of the student.

**Expenses for Concentrations:** For the 2011-2012 academic year, the tuition for courses only in concentration areas (9 credits per area) of Entrepreneurship, Finance and Leadership is billed at the current part-time graduate rate, \$670 per credit.

**Expenses for M.B.A. with a Global Business Diplomacy Concentration:** For the 2011-2012 academic year, the tuition for the M.B.A. with a Global Business Diplomacy concentration (45 credits) is \$45,900, which includes three international travel experiences. Two international experiences are a requirement in the M.B.A. program. Students will travel twice with their program cohort as designated by their program plan and once to Costa Rica in the semester the student is enrolled with the University for Peace. Travel fees are included in the cost of the program as noted: The travel expenses that are provided through tuition to the student include group international airfare, air taxes and fuel surcharges, group airport transfers in the destination city, double occupancy accommodations, group transportation for all activities listed in the itinerary, meals as noted in the itinerary, admission and entrance fees for cultural excursions listed on the itinerary, and student health insurance with EIIA during the travel period. Incidental expenses associated with travel that are not covered by the tuition are the responsibility of the student.

## Overview of the International M.B.A.

## Program (IMBA) in Paris, France

Arcadia's IMBA is offered as a one-year program in partnership with the American Graduate School of Business and Economics at AGS. The program is taught in Paris, in English, and accredited in the United States as an affiliated program of Arcadia University.

The Arcadia IMBA at the American Graduate School of Business and Economics in Paris features five key components to prepare students for successful careers in business, government, or international organizations.

The program incorporates an international experience:

- As part of the program, students have the opportunity to go on a one-week educational trip to the United States, or join students from the Arcadia on-campus M.B.A. program on a trip to a developed or developing country.
- As an alternative option, international students may choose to complete their business experiential learning in France.

The Arcadia IMBA at AGSBE in Paris focuses on the challenges of the current international marketplace:

- It addresses the most contemporaneous questions posed by globalization.
- It prepares students to act in and interact with multi-cultural environments.

The program is geared toward career building:

- It adopts a hands-on approach, including visits and meetings with executives of the most successful international corporations.
- It teaches the best and most recent techniques of management, planning and decision-making, and studies major international corporations as illustrative models.

The IMBA in Paris teaches responsible decision-making:

- It sensitizes students to the challenges of sustainable development, social solidarity and ethical business.

## Business (M.B.A.) at Arcadia University

The program takes advantage of its location in Paris, at the heart of the European Union:

- E.U. and OECD economists and business policymakers participate in the program as teachers and guest speakers.
- Students have the opportunity to go on optional visits to the E.U. Commission in Brussels and the OECD in Paris, and meet with delegates and staff.
- The European setting of the program makes it possible for students to better apprehend the notion of Europe as a political, economic and social entity.

### Expenses for International M.B.A. (IMBA) in Paris, France

Tuition and travel costs for the IMBA in Paris, France, are paid directly to the partner institution (AGS). Please see [www.ags.edu](http://www.ags.edu) for current fees.

## Overview of the International M.B.A. (IMBA) Program in Singapore, Republic of Singapore

Arcadia's IMBA is offered as a one-year program in partnership with the Aventis School of Management in Singapore. Aventis School of Management is a leading graduate school that is an affiliated member of the European Foundation for Management Development (EFMD) and European Council for Business Education (ECBE). The program is taught in Singapore, in English, and is accredited in the United States as an affiliated program of Arcadia University.

The program educates students about the latest management decision-making tools and techniques to ensure business success. Students are exposed to cutting-edge industry best practices and techniques in key business areas. The program engages students in developing an awareness of the impact business decisions have on society.

Students will be able to incorporate this gained knowledge to ensure their organization's plans will offer a high degree of sustainability within a balanced ethical framework. Students will

develop team building and communication skills in preparation for leadership roles in the business community through case studies, team-based projects, and international travel. Graduates will be able to utilize the knowledge and skills acquired to devise effective strategies and objectives for their organizations. They will be equipped with leadership and technical skills enabling them to manage teams of individuals in achieving their desired results. Arcadia's graduates will develop knowledge and leadership skills to advance their organizations and careers in an effective and responsible fashion.

### Expenses for International M.B.A. (IMBA) in Singapore, Republic of Singapore:

For 2011-12 academic year, tuition and travel costs for the IMBA in Singapore are paid directly to the partner institution (Aventis School of Management). Please see [www.aventis.edu.sg](http://www.aventis.edu.sg) for current fees.

## Admission to the M.B.A. Program, IMBA and Graduate Certificates

In addition to the general admission requirements, the following program-specific requirements must be met for admission to the M.B.A. and IMBA programs and Arcadia Graduate Certificates:

1. An M.B.A./Graduate certificate application, including personal statements, to be completed online at [www.arcadia.edu/gradapp](http://www.arcadia.edu/gradapp). IMBA applicants for Paris, France complete online through AGSBE. IMBA applicants for Singapore, Republic of Singapore, complete online through Aventis.
2. A bachelor's degree from an accredited institution with a recommended GPA of 3.0 or better. Transcripts should reflect evidence of completion of accounting, finance and economics courses with a grade of B or better. Students lacking accounting, economics or finance coursework may be admitted conditionally to the program. Conditional admit requirements must be met prior to the completion of 9 credits in the M.B.A. with a Global Perspective program. IMBA students admitted conditionally must pass required assessments prior to admission into the IMBA program. IMBA students

## Business (M.B.A.) at Arcadia University

are required to complete foundation courses and the Aveniris graduate entrance exam prior to entering the program.

3. One official transcript from each college, university or professional school attended. Transfer credits included on a transcript must include grades earned; if not, an official transcript from the original school must be submitted. Transcripts must be sent from the issuing school in a sealed envelope and contain the appropriate signatures and seals to be considered official.
4. Two letters of recommendation. The letters must be of a professional not personal nature. If the student has been out of school five years or less, at least one letter must come from a professor.
5. A minimum of three years of work experience. Students with exceptional undergraduate records with less work experience may be considered.
6. A current professional résumé.
7. Applicants for the M.B.A. with a Global Perspective program are required to submit a signed *Statement of Intent to Study Abroad* form, which is included with the application for admission.
8. International applicants should visit [www.arcadia.edu/international](http://www.arcadia.edu/international) for detailed information on admissions requirements and application procedures. Official results from the TOEFL or IELTS are required for all students for whom English is a second language except for non-native speakers of English who hold degrees or diplomas from post-secondary institutions in English-speaking countries (e.g. the United States, Canada, England, Ireland, Australia, and New Zealand). A course-by-course evaluation of all transcripts by an independent evaluation service based in the United States also is required.

All of the above information must be submitted by an applicant in order to be considered for acceptance.

**Application Deadline:** Application materials will be reviewed throughout the year. Semester start dates for the M.B.A. program

will be the fall and spring semesters of each academic year.

**Deferred Admission:** An accepted student who wants to defer his or her admission for one year must submit a request in writing to the program's Executive Director. Deferrals will be considered on a case-by-case basis. Once a deferral is granted, the student must submit the required deposit to reserve a seat in the class. This deposit will be credited toward tuition. A student who is granted a deferral must understand that he or she will be subject to the prevailing tuition at the time of matriculation to the program.

## About the M.B.A. with a Global Perspective Degree Program

The M.B.A. curriculum is delivered using a cohort model. Students take accelerated seven-week courses over a 22-month period. On campus courses meet 4.5 hours per week for a total of 31.5 contact hours. Out-of-class readings, assignments, research, projects, group work, etc. will require a minimum of 10 to 20 hours per week. Courses utilize a variety of delivery techniques such as textbooks, case studies, individual/group projects, experiential exercises and guest speakers.

Embedded in the program are two one-week international travel experiences. These will be credit-bearing offerings (2 credits each) enabling students to gain firsthand knowledge of the challenges of global businesses in both a developing and a developed economy. Students complete the M.B.A. program with the final course in Global Strategic Management.

Students also may choose to select a business area of concentration within the M.B.A. with a Global Perspective. These areas include Entrepreneurship, Finance and Leadership. Students who pursue an area of concentration complete a 45-credit degree program that includes three additional courses (9 credits) in the chosen business area concentration. The concentration courses are offered in a fully online seven-week accelerated format and can be taken concurrently with the students' planned program.

## Master of Business Administration (M.B.A.) Degree Requirements

(36 credits)

### Semester 1

BA 500	Business Fundamentals I (3 credits)
BA 502	Business Fundamentals II (3 credits)

### Semester 2

BA 560	Managing in the Global Workforce (3 credits)
BA 540	Multinational Marketing (3 credits)

### Semester 3

BA 670A	International Business Experience (0 credits)
BA 580	Shareholder Value Management (3 credits)
BA 600	Leadership for Effective Organizations (3 credits)

### Semester 4

BA 680	International Finance (3 credits)
BA 640	Operations and Technology (3 credits)

### Semester 5

BA 620	Managerial Economics (3 credits)
BA 530	Global Issues of Social Responsibility and Law (3 credits)

### Semester 6

BA 670B	International Business Experience (2 credits)
BA 670C	International Business Experience (2 credits)
BA 695	Global Strategic Management (2 credits)

**Adding a Concentration:** To obtain an M.B.A. with a Global Perspective with a business area of concentration, students additionally must complete three specialized courses (9 credits) in the selected business concentration area for a total of 45 credits. The courses in these areas are offered fully online in a seven-week accelerated format. Concentration courses are offered each semester, and students will have opportunities to enroll concurrently in them

while completing the M.B.A. with a Global Perspective degree program. See course descriptions for semester offerings.

### Entrepreneurship Concentration

Requires the following (9 credits):

BA 604	Global Organizational Development—The Evolving Challenge (3 credits)
BA 610	Entrepreneurship and Innovation (3 credits)
BA 612	E-Commerce (3 credits)

### Leadership Concentration

Requires the following (9 credits):

BA 602	Power and Politics (3 credits)
BA 603	Contemporary Issues in Leadership (3 credits)
BA 604	Global Organizational Development—The Evolving Challenge (3 credits)

### Finance Concentration

Requires the following (9 credits):

BA 681	Securities Analysis (3 credits)
BA 682	Mergers and Acquisitions (3 credits)
BA 683	Investment Banking (3 credits)

## About the M.B.A. with a Global Business Diplomacy Concentration Degree Program

Offered in collaboration with Arcadia's International Peace and Conflict Resolution program and the University for Peace in Costa Rica, the M.B.A. in Global Business Diplomacy allows M.B.A. students to combine peace studies with an examination of the global business environment. This program goes well beyond the concepts of peace studies and human rights by incorporating fieldwork and problem-based learning focused on conflict resolution and sustainable development.

Similar to the M.B.A. with a Global Perspective, students travel internationally.

## Business (M.B.A.) at Arcadia University

Students enrolled in the Global Business Diplomacy concentration complete an additional international experience for a total of three experiences. One of these is to Costa Rica, which occurs during the semester in which students study with the University for Peace.

### M.B.A. with a Global Business Diplomacy Concentration Degree Requirements

(45 credits)

BA 500	Business Fundamentals I (3 credits)
BA 502	Business Fundamentals II (3 credits)
BA 530	Global Issues of Social Responsibility and Law (3 credits)
BA 540	Multinational Marketing (3 credits)
BA 560	Managing in the Global Workforce (3 credits)
BA 580	Shareholder Value Management (3 credits)
BA 600	Leadership for Effective Organizations (3 credits)
BA 620	Managerial Economics (3 credits)
BA 640	Operations and Technology (3 credits)
BA 670A	International Business Experience (0 credits)
BA 670B	International Business Experience (2 credits)
BA 670C	International Business Experience (2 credits)
BA 680	International Finance (3 credits)
BA 695	Global Strategic Management (2 credits)
IP 501	Introduction to Peace and Conflict Resolution (3 credits)*
UCEE 1001	Entrepreneurship in the Social Sector (3 credits)**
UCEE 1002	Negotiation and Conflict Resolution (3 credits)**

\*International Peace and Conflict Resolution (IP) courses are taken in a summer semester.

\*\*University for Peace (UCEE) courses are taken together, both in the **spring** semester, and require one international travel to Costa Rica.

### About the IMBA Degree Program in Paris, France

The Arcadia IMBA at AGSBE in Paris is a one-year program featuring a comprehensive curriculum taught on an intensive basis.

It follows a modular model. It includes 10 courses, each taught over one month, with classroom time being on evenings and weekends in order to accommodate the constraints of working professionals. Each course consists of:

- 36 hours of face-to-face lectures taught over two weekends in order to accommodate working professionals' schedules.
- Four days of office hours for possible tutoring and advising by the course instructor.
- An online course complement through a Blackboard platform, with resource materials to prepare and support lectures as well as close online tutoring by the course instructor. The online course complement begins one week prior to the start of the course and follows for two weeks after the face-to-face aspect of the course has been completed.

### About the IMBA Degree Program in Singapore, Republic of Singapore

The Arcadia IMBA at Aventis School of Management in Singapore is a one-year part time program featuring a comprehensive curriculum taught on a modular basis. The curriculum comprises of 10 modules, each taught by Arcadia University adjunct professors over two weekend blocks (Sat & Sun) to accommodate the constraints of working professionals.

Each module consists of:

- 36 hours of face-to-face lectures taught over two weekends to

## Business (M.B.A.) at Arcadia University

accommodate working professionals' schedules.

- Online course support through a learning platform, supplemented with additional readings and other resource materials prepared by the course instructor himself.

## International Master of Business Administration (IMBA) Degree Requirements

(30 credits)

BA 530	Global Issues of Social Responsibility and Law (3 credits)
BA 540	Multinational Marketing (3 credits)
BA 560	Managing in the Global Workforce (3 credits)
BA 580	Shareholder Value Management (3 credits)
BA 600	Leadership for Effective Organizations (3 credits)
BA 620	Managerial Economics (3 credits)
BA 640	Operations and Technology (3 credits)
BA 680	International Finance (3 credits)
BA 670D	International Business Experience (3 credits)
BA 695	Global Strategic Management (3 credits)

## About the M.B.A. with a Global Perspective, International 3+2 Program

The M.B.A. with a Global Perspective, International 3+2 program offers approved students from international partner institutions the opportunity to earn their M.B.A. while completing undergraduate requirements from their home institution. Students are assigned a track, or option in the program depending upon their English proficiency. Students will be enrolled full-time during their two-year course of study at Arcadia University, Glenside. Students will earn an M.B.A. with a Global Perspective and a graduate certificate in one of the following areas: Leadership, Entrepreneurship, Finance, Global Business

Diplomacy or English for Business Communication.

### Expenses for M.B.A. with a Global Perspective, International 3+2 Program:

For the 2011-12 academic year, the tuition for the M.B.A. with a Global Perspective, International 3+2 Program is:

**Track 1 (57 credits) \$66,880, which includes two international travel experiences and three U.S. day excursions.** The travel expenses that are provided through tuition to the student include group international airfare, air taxes and fuel surcharges, group airport transfers in the destination city, double occupancy accommodations, group transportation for all activities listed in the itinerary, meals as noted in the itinerary, admission and entrance fees for cultural excursions listed on the itinerary and student supplemental health insurance with EIIA during the travel period. Incidental expenses associated with travel that are not covered by tuition are the responsibility of the student. **Residential housing and living expenses during academic terms are additional.**

**Track 2 (57 credits) \$71,880, which includes ESL, two international experiences, and three U.S. day excursions.** The travel expenses that are provided through tuition to the student include group international airfare, air taxes and fuel surcharges, group airport transfers in the destination city, double occupancy accommodations, group transportation for all activities listed in the itinerary, meals as noted in the itinerary, admission and entrance fees for cultural excursions listed on the itinerary and student supplemental health insurance with EIIA during the travel period. Incidental expenses associated with travel that are not covered by the tuition are the responsibility of the student. **Residential housing and living expenses during academic terms are additional.**

## M.B.A. with a Global Perspective, International 3+2 Program Degree Requirements

(57 credits)

Students in the M.B.A. with a Global Perspective International 3+2 program complete the program within two years, six semesters. Students are enrolled into coursework for an M.B.A. with a Global Perspective (36 credits). Additionally during their course of study, students receive ESL support, business internships, an international graduate seminar, and three travel experiences for a total of 57 credits.

Dependent upon admission status, students will follow Track 1 or Track 2 program plans. Track 1 students receive ESL support (12 hours per week) during the first semester. Track 2 students receive one semester of full time, intensive ESL training before they begin their M.B.A. program courses and 12 hours per week of ESL in semester two in conjunction with their M.B.A. fundamental courses.

M.B.A. classes are held on campus in a cohort model. Students take accelerated seven-week courses over a 24-month period. On campus M.B.A. courses (BA 500 and BA 600 level) meet 4.5 hours per week for a total of 31.5 contact hours. Out-of-class readings, assignments, research, projects, group work, etc. will require a minimum of 10 to 20 hours per week. Courses utilize a variety of delivery techniques such as textbooks, case studies, individual/group projects, experiential exercises and guest speakers.

### Track 1

**Admission minimum 500 TOEFL score (or equivalent in another approved test)**  
**Six semesters/57 credits**

#### Semester 1 (9 credits)

	ESL, 12 hours per week for 500-550 TOEFL score students
COMXX	International Business Communications (3 credits)
BA 500	Business Fundamentals I (3 credits)

BA 502	Business Fundamentals II (3 credits)
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#### Semester 2 (9 credits)

BA 560	Managing the Global Workforce (3 credits)
BA 540	Multinational Marketing (3 credits)
ID 561	Seminar for International Graduate Students (3 credits)

(Travel one week between semesters 2 and 3.)

BA 670A	International travel experience 0 credits (Credits earned in BA 670B.)
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#### Semester 3 (10 credits)

BA 600	Leadership for Effective Organizations (3 credits)
BA 580	Shareholder Value Management (3 credits)
BA 670E	U.S. Travel experience, Philadelphia (1 credit)
BA/COM	Certificate/Concentration course (3 credits)

Options include:

Finance  
Leadership  
Entrepreneurship  
Global Business Diplomacy  
English for Business Communication

#### Semester 4 (10 credits)

BA 680	International Finance (3 credits)
BA 640	Operations and Technology (3 credits)
BA 670E	U.S. Travel experience, New York (1 credit)
BA/COM	Certificate/Concentration course (3 credits)

Options include:

Finance  
Leadership  
Entrepreneurship  
Global Business  
Diplomacy  
English for Business  
Communication

#### Semester 5 (10 credits)

BA 620	Managerial Economics (3 credits)
BA 530	Global Issues of Social Responsibility and Law (3 credits)

## Business (M.B.A.) at Arcadia University

BA 670E U.S. Travel experience,  
Washington, DC (1 credit)  
BA/COM Certificate/Concentration  
course (3 credits)

Options include:

Finance  
Leadership  
Entrepreneurship  
Global Business  
Diplomacy  
English for Business  
Communication

### Semester 6 (9 credits)

BA 670B Travel completed in  
BA670 A; project due  
(2 credits)  
BA 670C International Travel  
Experience (2 credits)  
BA 583 Business Internship  
(3 credits)  
BA 695 Global Strategic  
Management (Capstone)  
(2 credits)

### Track 2

#### Conditional Admission

**450-500 TOEFL score (or equivalent on  
another approved test)**

**Six semesters/57 credits + ESL**

**Semester 1** 20 hours per week of ESL training

#### Conditional admission requirement:

Students must demonstrate a minimum 500  
level TOEFL score to matriculate into M.B.A.  
courses.

### Semester 2 (9 credits + ESL)

ESL support, 12 hours per week  
COMXX International Business  
Communications (3  
credits)  
BA 500 Business Fundamentals I  
(3 credits)  
BA 502 Business Fundamentals II  
(3 credits)

### Semester 3 (10 credits)

BA 560 Managing the Global  
Workforce (3 credits)  
BA 540 Multinational Marketing  
(3 credits)  
ID 561 Seminar for International  
Graduate Students (3  
credits)  
BA 670E U.S. travel experience,  
Philadelphia (1 credit)

(Travel one-week between semesters 3 and  
4)

BA 670A International travel  
experience (0 credits)  
(Credits earned in  
BA670B.)

### Semester 4 (11 credits)

BA 600 Leadership for Effective  
Organizations (3 credits)  
BA 580 Shareholder Value  
Management (3 credits)  
BA 670E U.S. travel experience,  
New York (1 credit)  
BA 670E U.S. Travel experience,  
Washington, D.C.  
(1 credit)  
BA/COM Certificate/Concentration  
course (3 credits)

Students who have achieved a 550 or better  
on the TOEFL may choose from any of the five  
options available.

Options include:

Finance  
Leadership  
Entrepreneurship  
Global Business Diplomacy  
English for Business Communication

### Semester 5 (14 credits)

BA 680 International Finance  
(3 credits)  
BA 640 Operations and  
Technology (3 credits)  
BA 583 Business Internship  
(3 credits)  
BA 670B Travel in BA 670 A/Project  
due (2 credits)  
BA 670E  
BA/COM Certificate/Concentration  
course (3 credits)

Options include:

Finance  
Leadership  
Entrepreneurship  
Global Business  
Diplomacy  
English for Business  
Communication

### Semester 6 (13 credits)

BA 620 Managerial Economics  
(3 credits)  
BA 530 Global Issues of Social  
Responsibility and Law  
(3 credits)

## Business (M.B.A.) at Arcadia University

BA/COM	Certificate/Concentration course (3 credits)
Options include:	
	Finance
	Leadership
	Entrepreneurship
	Global Business
	Diplomacy
	English for Business
	Communication
BA 670C	International Travel Experience (2 credits)
BA 695	Global Strategic Management (Capstone) (2 credits)

### Arcadia Graduate Certificates in Business

Arcadia Graduate Certificates in Business are offered for industry professionals who want to enhance and further develop their professional skills and business acumen. Each certificate is composed of credit-bearing courses offered in a fully online seven-week format.

Certificate requirements for Entrepreneurship, Finance and Leadership can be completed within 12 months. They require the fulfillment of the following specialized courses in the selected area of Entrepreneurship, Finance and Leadership.

#### Arcadia Graduate Certificate in Entrepreneurship

This certificate is designed for future business owners or the owner/operator of a business competing in today's fast-paced, global marketplace. All courses are fully online in a seven-week format.

##### Certificate requirements (15 credits)

BA 540	Multinational Marketing (3 credits)
BA 600	Leadership for Effective Organizations (3 credits)
BA 604	Global Organizational Development—The Evolving Challenge (3 credits)
BA 610	Entrepreneurship and Innovation (3 credits)
BA 612	E-Commerce (3 credits)

#### Arcadia Graduate Certificate in Finance

This certificate is designed for professionals within the financial sector to expand skills in domestic and global portfolio management, global acquisition and investment regulation. All courses are fully online in a seven-week format.

##### Certificate requirements (15 credits)

BA 580	Shareholder Value Management (3 credits)
BA 680	International Finance (3 credits)
BA 681	Securities Analysis (3 credits)
BA 682	Mergers and Acquisitions (3 credits)
BA 683	Investment Banking (3 credits)

#### Arcadia Graduate Certificate in Leadership

This certificate is designed to help individuals develop the knowledge, skills, and abilities necessary to design and execute strategic initiatives. All courses are fully online in seven-week format.

##### Certificate requirements (15 credits)

BA 530	Global Issues of Social Responsibility and Law (3 credits)
BA 600	Leadership for Effective Organizations (3 credits)
BA 602	Power and Politics (3 credits)
BA 603	Contemporary Issues in Leadership (3 credits)
BA 604	Global Organizational Development—The Evolving Challenge (3 credits)

#### Arcadia Graduate Certificate in Global Business Diplomacy

The certificate in Global Business Diplomacy is a distinctive business certificate offered in collaboration with the Arcadia graduate business program, Arcadia's International Peace and Conflict Resolution program, and the University for Peace in Costa Rica.

## Business (M.B.A.) at Arcadia University

This certificate offers individuals a unique perspective of the global business environment with an embedded (four-day) international experience in Costa Rica. All students are required to participate in the (four-day) international experience. All courses are fully online in a seven-week format.

### Certificate requirements (15 credits)

BA 530	Global Issues of Social Responsibility and Law
BA 600	Leadership for Effective Organizations (3 credits)
IP 501	Introduction to Peace and Conflict Resolution (3 credits)*
UCEE 1001	Entrepreneurship in the Social Sector (3 credits)**
UCEE 1002	Negotiation and Conflict Resolution (3 credits)**

\*International Peace and Conflict Resolution (IP) courses are taken in a summer semester.

\*\*University for Peace (UCEE) courses are taken in a spring semester and require one international travel to Costa Rica. Students are required to have completed all other certificate course requirements before enrollment in UCEE 1001 and UCEE 1002.

### Arcadia Graduate Certificate in Project Management

This certificate is designed specifically for professionals who want to succeed as leaders and managers in their fields. It is offered fully online in a seven-week format through a relationship with ESI International and Arcadia's School of Continuing Studies and graduate business program.

### Certificate requirements (16 credits)

Students begin with choosing one of two foundation courses:

BA 590D.OL	Managing Projects (2 credits) (28 PDUs)
BA 590L.OL	Managing IT Projects (2 credits) (28 PDUs)

It is recommended that students interested in an IT focus take:

BA 590L.OL	Managing IT Projects (2 credits) (28 PDUs)
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BA 590G.OL	IT Risk Management (2 credits) (28 PDUs)
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Choose 7 courses of the following:

BA 590E.OL	Scheduling and Cost Control (2 credits) (28 PDUs)
BA 590F.OL	Risk Management (2 credits) (28 PDUs)
BA 590G.OL	IT Risk Management (2 credits) (28 PDUs)
BA 590H.OL	Contract Management Principles and Practices (2 credits) (22.5 PDUs)
BA 590J.OL	Project Leadership, Management and Communication (2 credits) (28 PDUs)
BA 590K.OL	How to Gather and Document User Requirements (2 credits) (28 PDUs)
BA 590M.OL	Quality for Project Managers (2 credits) (22.5 PDUs)
BA 590N.OL	Testing Techniques for Tracing and Validating Requirements (2 credits) (21 PDUs)
BA 590P.OL	Project Management Applications (2 credits) (28 PDUs)

**Arcadia Graduate Certificates:** For the 2011-12 academic year, the tuition for Arcadia Graduate Certificates (15 credits) in, Entrepreneurship, Finance or Leadership is \$10,050.

For the 2011-12 academic year, the tuition for the Arcadia Graduate Certificate in Global Business Diplomacy (15 credits) is \$15,300. This certificate requires one international travel experience embedded in the semester students are enrolled in online courses with the University for Peace. Travel fees are included in the cost of the program tuition. The travel expenses that are provided through

## Business (M.B.A.) at Arcadia University

tuition to the student include group international airfare, air taxes and fuel surcharges, group airport transfers in the destination city, double occupancy accommodations, group transportation for all activities listed in the itinerary, meals as noted in the itinerary, and student supplemental health insurance with EIIA during the travel period. Incidental expenses associated with travel that are not covered by the tuition are the responsibility of the student.

For the 2011-12 academic year, the tuition for the Arcadia Graduate Certificate in Project Management (16 credits) is \$1,395 per 2-credit course. *Tuition must be paid in full for each course 10 business days prior to the start of the course.*

### Business Courses (BA)

500

#### Business Fundamentals I

(3 credits)

This course integrates some of the practical tools and strategies of business operations into a cohesive foundational bridge for the M.B.A. program. The goal is to introduce a broad range of interdisciplinary skills, knowledge, and abilities that will prepare students for the rigor of graduate study.

**Prerequisites:** Matriculated M.B.A. students only.

502

#### Business Fundamentals II

(3 credits)

This course provides students with an introduction to a variety of analytical tools and techniques that can be applied within a real-world business setting. It provides a foundation for the analytical skills necessary for an M.B.A. degree and prepares students for the rigor of graduate coursework.

**Prerequisites:** BA 500

530

#### Global Issues of Social Responsibility and Law

(3 credits)

This course is an extensive examination of the major ethical issues and challenges facing today's global manager. With an overview of international trade law and an examination of the basic principles of business ethics, the student evaluates the legal and social responsibility issues that are encountered in the international marketplace. Specifically, the course includes the areas of contracts, intellectual property rights, product liability, employment issues,

environmental concerns and unfair/predatory business practices.

**Prerequisite:** Matriculated graduate business program students only.

540

#### Multinational Marketing

(3 credits)

This course examines the role of marketers in creating, communicating and delivering value to their customers. Students acquire an understanding of the needs of different customers (both domestic and foreign) and address global issues involving product positioning, development, pricing, distribution and promotion. Sessions in the computer lab familiarize students with how organizations record and report information pertaining to their marketing efforts.

**Prerequisite:** Matriculated graduate business program students only.

560

#### Managing in the Global Workforce

(3 credits)

This course provides concepts, tools and techniques that are needed to effectively manage a global workforce. The major focus for the course is the roles and activities of the human resources department in managing a global workforce. A secondary focus is the roles and activities of individual managers.

**Prerequisites:** Matriculated M.B.A. students only.

580

#### Shareholder Value Management

(3 credits)

This course is designed to help the student understand the role of managerial accounting in creating value for the organization. It shows how the internally generated accounting information is used as a basis for managerial decision making. Topics covered include the balanced scorecard, activity-based costing system, performance evaluation and cost-volume-profit analysis. The course also emphasizes how management planning and control can have behavioral (social) and ethical implications on the organization and the individuals involved.

**Prerequisite:** Matriculated graduate business program students only.

583

#### Business Internship

(3 credits; may be repeated)

This course offers students practical training and substantive working experience in the business community. Candidates prepare a learning contract with an Arcadia M.B.A. adviser and an official contact from the host organization to

## Business (M.B.A.) at Arcadia University

determine learning goals, assignment responsibilities, and means of evaluation. Paid and unpaid internships qualify for course credit. Students are expected to make an oral presentation demonstrating competence in the personal learning outcomes identified for the internship. The minimum hours required for a 3-credit internship is 15 hours per week (total of 105 hours) within the accelerated seven-week M.B.A. course format. Internships of longer duration also may be approved.

**Prerequisite:** BA 500 Business Fundamentals I and BA 502 Business Fundamentals II

600

### **Leadership for Effective Organizations**

(3 credits)

This course studies the role that leadership plays in organizational success, with a focus on the importance of emotional intelligence in inspiring and motivating others. It explores the neuroscience research on the role of emotions in leadership behavior and examines different organizational structures and frameworks with a focus on how leadership adapts to be successful in different organizations. There is a significant focus on individual leadership where students identify their own leadership aspirations, behaviors and styles.

**Prerequisite:** Matriculated graduate business program students only.

602

### **Power and Politics**

(3 credits; Fall; Online only)

This course focuses on how leaders are able to use power and politics in influencing others to complete work requirements within the global and domestic corporate environments. It focuses on the skills required to influence within the organizational ranks. It explores the power and politics of ongoing interactions and negotiations and the challenges faced by leaders within domestic and multinational corporations.

603

### **Contemporary Issues in Leadership**

(3 credits; Summer; Online only)

This course is an extensive examination of contemporary thinking about effective leadership and the issues facing today's global leader. The course includes both theoretical and evidence-based understanding of the relational nature of leadership, use of individual strengths, "positive" leadership, seeing and understanding organizational systems, effective virtual and face-to-face teams, successfully leading across cultures, and the creation of desired futures.

604

### **Global Organizational Development— The Evolving Challenge**

(3 credits; Spring; Online only)

This course, through the application of practical readings and applications, is designed to demonstrate how modern organizations use systems and processes thinking to successfully implement change. The course studies organizational development challenges in the domestic and international context and examines managing approach strategies for establishing a competitive position in an international market. Students assess, evaluate and analyze organizational culture, structure and dynamics to better adapt and appraise change management strategy to implement and prescribe structure in the global environment.

610

### **Entrepreneurship and Innovation**

(3 credits; summer; Online only)

This course is intended to help participants create the entrepreneurial mindset. Analyzing and synthesizing change as a catalyst to innovate is of critical importance to the entrepreneurial mindset. Once an idea has been identified, it then needs to be evaluated for feasibility in a market, especially as global markets are explored through various media. Analyzing and identifying requirements to create an environment to sustain development of a qualified idea is the next step. Finally, a methodology for integrating quantified and qualified information into a business plan is explored. Entrepreneurial endeavors are framed from two perspectives: as standalone, outside ventures and as conceived and built within an existing organization.

612

### **E-Commerce**

(3 credits; Fall; Online only)

This course explores the key elements in marketing on the Internet, including branding, creating competitive advantage, planning a Web site, online research, customer relationship management, advertising, social media, and integration of online and traditional marketing strategies in a global marketplace

620

### **Managerial Economics**

(3 credits)

This course introduces the economics of the firm, including price theory, consumer behavior, concepts of elasticity, equilibrium under different market conditions, demand and supply factors of production, introduction to welfare economics and its effects on modern organizations, game theory for decision-making, forecasting technique analysis, production and cost analysis, pricing decisions, economics of capital budgeting,

## Business (M.B.A.) at Arcadia University

simulation in managerial decision making and applied agency theory in organizations.

**Prerequisite:** Matriculated M.B.A. students only.

640

### **Operations and Technology**

(3 credits)

The course provides students with knowledge and application of business technologies in support of operational management areas such as planning and execution. Learners are exposed to key technologies such as ERP (SAP) and latest tools/techniques for achieving increased process integration, flexibility, agility. The course utilizes management case studies along with hands-on, team-oriented exercises to enable learners to improve operational effectiveness by using emerging technologies.

**Prerequisite:** Matriculated M.B.A. students only.

670

### **International Business Experience (A)**

(0 credits)

Each course focuses on global organizational strategy, and students will participate in a travel experience. Viewing firsthand the environmental factors that influence business decision making provides students a context for the development of global strategies. Site visits to organizations permit students to learn about and discuss items related to organization strategy.

**Prerequisites:** Matriculated M.B.A. students and must have completed four courses within the program prior to travel.

**Prerequisites 670A:** Students must be matriculated in the M.B.A. with a Global Perspective program, in good academic standing and have completed four courses in the program.

### **International Business Experience (B)**

(2 credits)

**Prerequisites 670B:** Students must be in good academic standing and have completed BA 670A.

### **International Business Experience (C)**

(2 credits)

**Prerequisites 670C:** Students must be in good academic standing and have completed BA 670B.

### **International Business Experience (D)**

(3 credits)

### **International Business Experience (E)**

(1 credit)

680

### **International Finance**

(3 credits)

This course provides concepts, tools and techniques that are needed to effectively analyze financial crises and how they affect multinational companies. The major focus of the course is financial markets, international monetary systems and foreign exchange risk management.

**Prerequisite:** Matriculated graduate business program students only.

681

### **Securities Analysis**

(3 credits; Spring; Online only)

This course provides a comprehensive study of portfolio management techniques and a detailed comparison of security valuation techniques. It further analyzes the historical growth patterns and valuation models utilized in both domestic and global securities markets.

682

### **Mergers and Acquisitions**

(3 credits; Summer; Online only)

This class studies the main issues of mergers and acquisitions (M&A). The course takes a general management perspective. The course discusses historical and theoretical developments, focusing on recent events and taking a strategic view of business combinations. Students explore the managerial aspects encountered during an acquisition process and develop the skills to successfully integrate the process.

683

### **Investment Banking**

(3 credits; Fall; Online only)

This course examines the regulation of conduct of the corporate finance function of investment banks by looking at the structure of investment banking firms and their relationship with banks and financial holding companies. The course examines the role and regulations of investment bankers in private offerings, public offerings, international offerings and mergers, acquisitions and other restructurings and the impact of securities laws on the corporate finance function of investment banks and finance principles used by investment bankers in the corporate finance process. The course considers the role and regulation of investment bankers in the Euromarkets, Japan, emerging markets and China's Security markets.

695

### **Global Strategic Management**

(2 credits)

This capstone course is the final course in the M.B.A. program. It focuses on the strategic

## Business (M.B.A.) at Arcadia University

management process. Students gain an understanding of strategies suitable for conducting business in developing and developed economies by integrating their international experiences and earlier coursework within the framework of theories and issues in strategic management.

**Prerequisites:** Students must have completed all courses within the graduate business program including all international travel requirements.

traditional boundaries between nonprofits and for-profits.

This course exposes participants to a number of cases of social entrepreneurs who have converted their desire of building a better world into a reality. The course hopes to inspire participants with an entrepreneurial spirit, to help students gain an understanding of the challenges of the start-up process, to offer space and structure for participants to begin developing their own business plan for a socially beneficial venture, and to help students to think about the complexities of growing and managing it.

## International Peace and Conflict Resolution Course (IP)

501  
**Introduction to Peace and Conflict Resolution**  
(3 credits)

This course provides a graduate-level introduction to the interdisciplinary field of peace and conflict studies, its relationship with other academic disciplines, and to careers in the field of conflict resolution. It draws upon a variety of disciplines, especially in the social sciences, to examine the interrelationship between personal, collective, national and global levels of violence and war and efforts to reduce it. Course objectives include familiarity with the causes, symptoms and dynamics of conflict, violence, and war (from interpersonal to global) and conflict resolution.

## University for Peace Courses (UCEE)

1001  
**Entrepreneurship in the Social Sector**

The worlds of “working for the betterment of society” and “private enterprise” often are seen as incompatible. This course attempts to break down that perception in order for participants to see the social sector as a place of opportunity, both to “do good” but also to innovate and build a financially sustainable social enterprise, whether nonprofit, for-profit, or some combination of the two. The course suggests that the skills to get a socially beneficial idea off the ground, effectively manage and grow it, and make it financially sustainable require social entrepreneurs to bring business-like skills and discipline to the area of “doing good,” but these skills in fact cross the

1002  
**Negotiation and Conflict Resolution**

This course is an introductory skill-building course in negotiation, conflict management and resolution. Participants learn to improve their own negotiation skills, helping them to act consciously and skillfully in tough situations. This introduction also helps participants to understand how negotiations fall apart and how conflict forms. The course explores the spectrum of third-party intervention methods, showing how these processes are implemented and institutionalized on the interpersonal level as well as in the international sphere. The course explores the difference between processes in which parties surrender their decision-making autonomy to a third-party and those in which they retain this power and the third-party must find ways to assist them to exercise it on their own. The course also looks at mediation, in which a third -party, lacking decision-imposing power, uses his negotiation expertise, his creativity and his relationship with the parties, in order to aid them in reaching agreement and transforming their relationship. By understanding the design and management methods of the mediation process, participants will be able to bring their improved negotiation skills to bear in assisting others to negotiate and resolve conflicts peacefully.

**Prerequisites:** Students must be matriculated into a graduate business program. Students who are matriculated into the certificate program must have completed IP 501, IP 505/approved elective, and BA 530. Students who are matriculated into the M.B.A. with a Global Business Diplomacy concentration must have program approval.