M.B.A. with a Global Perspective
at Arcadia University

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

Dean
Alla L. Wilson, Ph.D., MBA

Faculty

Full-time Faculty
Thomas M. Brinker Jr., LL.M., CPA, CFE, ChFC, PFS, AEP, Professor of Accounting
Annette L. Halpin, Ph.D., MBA, Assistant Professor of Business Administration
Raghu Kurthakoti, Ph.D., Assistant Professor of Marketing
Wayne A. Morra, Ph.D., Professor of Economics
Ata Yesilyaprak, Ph.D., Associate Professor of Business Administration

Part-time Faculty
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Raymond V. Lamorgese, MBA
Karen Lawson, Ph.D.
Eric McCloy, MBA
Luis Rivera, Ph.D.
Beatrice Rolland, DBA., CPA
Mary L. Sims, J.D.

Master’s Degrees

Master of Business Administration with a Global Perspective

Concentrations:
Entrepreneurship
Finance
Leadership

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

Graduate Certificates in Business

Entrepreneurship
Finance
Leadership

Accreditation and Memberships

Arcadia University is accredited by the Middle States Association of Colleges and Schools. The School of Global Business 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 BA500 and BA600 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” average 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, BA695 Global Strategic Management.
• Students must earn a “B” or better in the capstone course, BA695 Global Strategic Management.

MBA Student Policy Handbook

Each student is responsible for being thoroughly familiar with all policies and procedures outlined in the MBA 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.

Conditional Admittance

A student who is admitted conditionally is closely monitored by the program administration. In addition to fulfilling the program-specific requirements, they must successfully complete two business fundamental courses – BA500 and BA502 –
Business (M.B.A.) at Arcadia University

prior to the commencement of the first core M.B.A. course for a particular cohort. The program administration reserves the right to recommend and/or require additional coursework in accounting, economics, finance and quantitative analysis where an applicant’s background is deemed insufficient in these core business foundations.

Expenses
The Arcadia MBA 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 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.

Overview of M.B.A. with a Global Perspective
M.B.A. students enter as part of a team-based cohort and take all their courses with the cohort. This approach builds business skills in a team environment in which students build relationships and networks with professionals from different industries and different parts of the world. Students take one course at a time, in an accelerated seven-week course period, a model that is particularly valued by working professionals. The program can normally be completed in a 19 to 22 month period.

Arcadia’s M.B.A. is a management development program which enables 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.

Two integrative one-week international experiences form the basis of the culminating event, the final capstone course – Global Strategic Management (BA 695). Students may also 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 36-45 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.

M.B.A. on the Glenside Campus: The M.B.A. with a Global Perspective is offered 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 2015-2016 academic year, the tuition for the M.B.A. with a Global Perspective (30-36 credits) is $42,000, which includes the two required one-week international learning travel experiences. 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 EliA 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: 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.

Overview of the M.B.A. Program in Paris, France
(not offered 2015-16)
Arcadia’s M.B.A. is offered as a one-year program in partnership with the American Graduate School of Business and Economics (AGSBE).
Business (M.B.A.) at Arcadia University

There is an international business experience built into the curriculum of the MBA program in France. Students have the option of studying in France or another country.

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 comprehend the idea of Europe as a political, economic and social entity.

The program is designed in a modular model and includes 10 courses, each taught over one month, with class time in the evenings and weekends to accommodate the constraints of working professionals.

Each course consists of:

- 36 hours of live 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, 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 live aspect of the course has been completed.

Expenses for M.B.A. in Paris, France

Tuition and travel costs for the MBA in Paris, France, are paid directly to the partner institution (AGSBE). Please see www.ags.edu for current fees.

Admission to the M.B.A. Program, 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. program and Arcadia Graduate Certificates:

1. An M.B.A./Graduate certificate application, including personal statements, to be completed online at www.arcadia.edu/gradapp. M.B.A. applicants for Paris, France complete online through AGSBE.

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. Conditionally admitted students must complete two business fundamental courses (BA500 and BA502) prior to beginning the first core M.B.A. course.

3. Official GMAT or GRE Scores within the last five years may be submitted; they are strongly recommended for applicants whose undergraduate GPA is less than the recommended 3.0 or who do not have the minimum required work experience. GMAT code: S82-4B-66; GRE Code 2039

4. An 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.

5. Two professional letters of recommendation. If the student has been out of school five years or less, at least one letter must come from a professor.

6. A minimum of three years of work experience. Applicants with exceptional
Business (M.B.A.) at Arcadia University

undergraduate records with less work experience may be considered.

7. A current professional résumé.

8. 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.

9. International applicants should visit www.arcadia.edu/international for detailed information on admissions requirements and application procedures. Official results from the TOEFL (minimum score of: 600 on the paper-based test, 220 on the computer-based test or 92 on the new Internet-based test) or IELTS (minimum score of 6.5) or ITEP (minimum score of 5.0) 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 document-by-document 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 Dean’s Office. 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.

Master of Business Administration (M.B.A.) Degree Requirements
(30-36 credits)

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<tr>
<th>Semester 1</th>
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<tbody>
<tr>
<td>BA 500</td>
<td>Business Fundamentals I</td>
<td>(Conditionally Admitted Students Only)</td>
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<td>(3 credits)</td>
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<tr>
<td>BA 502</td>
<td>Business Fundamentals II</td>
<td>(Conditionally Admitted Students Only)</td>
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<th>Semester 2</th>
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<tr>
<td>BA 540</td>
<td>Multinational Marketing</td>
<td>(3 credits)</td>
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<td>BA 560</td>
<td>Managing in the Global Workforce (3 credits)</td>
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<th>Semester 3</th>
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<tr>
<td>BA 600</td>
<td>Leadership for Effective Organizations (3 credits)</td>
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<td>BA 670A</td>
<td>International Business Experience (0 credits)</td>
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<tr>
<td>BA 580</td>
<td>Shareholder Value Management (3 credits)</td>
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<th>Semester 4</th>
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<tr>
<td>BA 680</td>
<td>International Finance</td>
<td>(3 credits)</td>
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<tr>
<td>BA 620</td>
<td>Managerial Economics</td>
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<th>Semester 5</th>
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<tr>
<td>BA 640</td>
<td>Operations and Technology (3 credits)</td>
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<td>BA 530</td>
<td>Global Issues of Social Responsibility and Law (3 credits)</td>
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<th>Semester 6</th>
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<tr>
<td>BA 670B</td>
<td>International Business Experience (2 credits)</td>
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<tr>
<td>BA 695</td>
<td>Global Strategic Management (4 credits)</td>
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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 39-45 credits, depending on admission status to M.B.A. program. The courses in these areas are offered fully online in a seven-week accelerated format.
Business (M.B.A.) at Arcadia University

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 (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 (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 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, and English for Business Communication.

Expenses for M.B.A. with a Global Perspective, International 3+2 Program:
For the 2015-2016 academic year, the tuition for the M.B.A. with a Global Perspective, International 3+2 Program is:

Track 1 (57 credits) $64,000, 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) $69,000, 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 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 in courses 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 (20 hours per week) and 12 hours per week of ESL in semester two in conjunction with their MBA fundamental courses.

M.B.A. classes are held on campus in a cohort model. Students take accelerated seven-week courses over a 19-22-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 600 TOEFL paper based, 220 Computer Based or 92 Ibt score (or equivalent in another approved test)
Six semesters/57 credits

Semester 1 (9 credits)
ESL, 12 hours per week for 500-530 TOEFL score students
CM 550* International Business Communications (3 credits)
BA 500 Business Fundamentals I (3 credits)
BA 502 Business Fundamentals II (3 credits)

Semester 2 (9 credits)
BA 540 Multinational Marketing (3 credits)
BA 560 Managing the Global Workforce (3 credits)
ID 561 Seminar for International Graduate Students (3 credits)

One week of travel between semester 2 and 3
BA 670A International travel experience 0 credits (Credits earned in BA670B.)

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
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
English for Business Communication
### Business (M.B.A.) at Arcadia University

#### Semester 5 (10 credits)
- **BA 620** Managerial Economics (3 credits)
- **BA 530** Global Issues of Social Responsibility and Law (3 credits)
- **BA 670E** U.S. Travel experience, Washington, DC (1 credit)
- **BA/COM** Certificate/Concentration course (3 credits)

**Options include:**
- Finance
- Leadership
- Entrepreneurship
- English for Business Communication

#### Semester 6 (9 credits)
- **BA 670B** International Travel Experience (2 credits)
- **BA 583** Business Internship (3 credits)
- **BA 695** Global Strategic Management (Capstone) (4 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 MBA 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 540** Multinational Marketing (3 credits)
- **BA 560** Managing the Global Workforce (3 credits)
- **ID 561** Seminar for International Graduate Students (3 credits)

**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/COM** Certificate/Concentration course (3 credits)

**Semester 5** (14 credits)
- **BA 680** International Finance (3 credits)
- **BA 640** Operations and Technology (3 credits)
- **BA 583** Business Internship
- **BA670B** (Travel in BA670A/Project Due) (3 credits)
- **BA/COM** Certificate/Concentration course (3 credits)

**Semester 6** (15 credits)
- **BA 620** Managerial Economics (3 credits)
- **BA 530** Global Issues of Social Responsibility and Law (3 credits)
- **BA/COM** Certificate/Concentration course (3 credits)
Options include:
- Finance
- Leadership
- Entrepreneurship
- English for Business Communication
- International Travel Experience (2 credits)
- Global Strategic Management (Capstone) (4 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 requires the completion of 9 credits in a fully online 7-week accelerated format and 6 credits in the traditional on campus 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 or 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.

Certificate requirements (15 credits)
- BA 540 Multinational Marketing (3 credits; On Campus)
- BA 600 Leadership for Effective Organizations (3 credits; On Campus)
- BA 604 Global Organizational Development—The Evolving Challenge (3 credits; Online)
- BA 610 Entrepreneurship and Innovation (3 credits; Online)
- BA 612 E-Commerce (3 credits; Online)

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.

Certificate requirements (15 credits)
- BA 530 Global Issues of Social Responsibility and Law (3 credits; On Campus)
- BA 600 Leadership for Effective Organizations (3 credits; On Campus)
- BA 602 Power and Politics (3 credits; Online)
- BA 603 Contemporary Issues in Leadership (3 credits; Online)
- BA 604 Global Organizational Development—The Evolving Challenge (3 credits; Online)

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.

Certificate requirements (15 credits)
- BA 580 Shareholder Value Management (3 credits; On Campus)
- BA 680 International Finance (3 credits; On Campus)
- BA 681 Securities Analysis (3 credits; Online)
- BA 682 Mergers and Acquisitions (3 credits; Online)
- BA 683 Investment Banking (3 credits; Online)

Arcadia Graduate Certificates: Tuition for Arcadia Graduate Certificates (15 credits) in Entrepreneurship, Finance or Leadership is billed at the current part time graduate rate.
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 MBA 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. It is only required for conditionally admitted students.
Prerequisites: Matriculated MBA 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 MBA degree and prepares students for the rigor of graduate coursework. It is only required for conditionally admitted students.
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 M.B.A. 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 M.B.A. 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 M.B.A. 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 MBA adviser and an official contact from the host organization to 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 MBA 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 M.B.A. students only.

602 **Power and Politics**  
(3 credits; 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; 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**  
(3 credits; 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; 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; 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, simulation in managerial decision making and applied agency theory in organizations. **Prerequisite**: Matriculated MBA 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 MBA 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
Business (M.B.A.) at Arcadia University

permit students to learn about and discuss items related to organization strategy.

**Prerequisites 670A:** Students must be matriculated in the MBA 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.

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 M.B.A. students only.

681 **Securities Analysis**
(3 credits; 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; 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; 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**
(4 credits)

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