**BUSINESS ADMINISTRATION (FLEXIBLE), MBA**

The Flexible MBA is designed for people with full-time work experience in private sector, governmental, or public sector organizations. The program emphasizes the latest concepts, practices, and skills that professionals need to be effective managers and leaders in a wide variety of organizations. Applicants to the Flexible MBA have the option of pursuing their degree onsite, online, or in a combination of onsite and online.

**Program Requirements**

The Flexible MBA curriculum consists of Business Foundations courses, concentration core and elective courses, and non-concentration electives. Students declare a concentration upon entering the program, but may change their concentration by contacting their advisor. In the event that a student declares two concentrations and there are shared courses between the two concentrations, only one course will count twice for concentration requirements.

Concentration areas include:

- Entrepreneurship (p. 1)
- Financial Businesses (p. 1) (Available through online course format)
- Health Care Management (p. 2) (Available through online course format)
- Interdisciplinary Business (p. 2)
- Leading Organizations (p. 2) (Available through online course format)
- Marketing (p. 2) (Available through online course format)
- Real Estate and Infrastructure (p. 3)

Students enrolled in the online-only Flexible MBA program will be required to take three courses with residency, which include a several-day onsite component to complete their degree. These onsite courses with residency will be held at the Carey Business School’s Harbor East campus in Baltimore, MD.

Course scheduling allows for completion of the program in three years. Students must complete the required 54 graduate credits within six years. A waived course must be replaced with an equivalent number of credits in an advanced course.

**Curriculum**

The curriculum for the flexible MBA program includes the following courses. Course sequence and availability of specific electives may vary. Students must consult with an academic advisor to ensure that they take courses in the approved sequence. All courses are 2 credits unless otherwise noted.

**Business Foundations**

<table>
<thead>
<tr>
<th>Code</th>
<th>Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>BU.210.620</td>
<td>Accounting and Financial Reporting</td>
<td>2</td>
</tr>
<tr>
<td>BU.120.601</td>
<td>Business Communication ¹</td>
<td>2</td>
</tr>
<tr>
<td>BU.132.601</td>
<td>Business Law</td>
<td>2</td>
</tr>
<tr>
<td>BU.131.601</td>
<td>Business Leadership and Human Values</td>
<td>2</td>
</tr>
<tr>
<td>BU.231.620</td>
<td>Corporate Finance</td>
<td>2</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Code</th>
<th>Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>BU.142.620</td>
<td>Leadership in Organizations ¹</td>
<td>2</td>
</tr>
<tr>
<td>BU.410.620</td>
<td>Marketing Management</td>
<td>2</td>
</tr>
<tr>
<td>BU.121.610</td>
<td>Negotiation ¹</td>
<td>2</td>
</tr>
<tr>
<td>BU.680.620</td>
<td>Operations Management</td>
<td>2</td>
</tr>
<tr>
<td>BU.510.601</td>
<td>Statistical Analysis</td>
<td>2</td>
</tr>
<tr>
<td>BU.220.610</td>
<td>The Firm and the Macroeconomy</td>
<td>2</td>
</tr>
</tbody>
</table>

Total Credits 30

¹ Designates courses available online.

**Concentration Electives**

**Entrepreneurship Concentration**

<table>
<thead>
<tr>
<th>Code</th>
<th>Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>BU.233.730</td>
<td>Entrepreneurial Finance ¹</td>
<td>2</td>
</tr>
<tr>
<td>BU.152.710</td>
<td>Entrepreneurial Ventures ¹</td>
<td>2</td>
</tr>
<tr>
<td>BU.460.730</td>
<td>New Product Development ¹</td>
<td>2</td>
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</table>

Select three of the following:

<table>
<thead>
<tr>
<th>Code</th>
<th>Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>BU.152.740</td>
<td>CityLab Toolkit: Business Innovation for Social Impact ¹</td>
<td>6</td>
</tr>
<tr>
<td>BU.152.745</td>
<td>City Lab Practicum: Social Impact Project &amp; BU.152.740 CityLab Toolkit: Business Innovation for Social Impact ²</td>
<td></td>
</tr>
<tr>
<td>BU.450.730</td>
<td>Design Leadership</td>
<td></td>
</tr>
<tr>
<td>BU.450.630</td>
<td>Designing Experiments</td>
<td></td>
</tr>
<tr>
<td>BU.150.710</td>
<td>Discovery to Market I &amp; BU.150.715 Discovery to Market II ²³</td>
<td></td>
</tr>
<tr>
<td>BU.141.710</td>
<td>Effective Teaming</td>
<td></td>
</tr>
<tr>
<td>BU.300.620</td>
<td>Managing Complex Projects ¹</td>
<td></td>
</tr>
<tr>
<td>BU.151.770</td>
<td>Power and Politics ¹</td>
<td></td>
</tr>
</tbody>
</table>

Total Credits 12

¹ Designates courses available online.
² These courses must be taken in sequence. You must speak with your advisor before registering.
³ BU.150.710 Discovery to Market I is available online.

**Financial Business Concentration**

Concentration available through online course format

<table>
<thead>
<tr>
<th>Code</th>
<th>Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>BU.231.790</td>
<td>Advanced Corporate Finance ¹</td>
<td>2</td>
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</table>

Select five of the following:

<table>
<thead>
<tr>
<th>Code</th>
<th>Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>BU.210.650</td>
<td>Advanced Financial Accounting ¹</td>
<td></td>
</tr>
<tr>
<td>BU.232.790</td>
<td>Advanced Hedge Fund Strategies</td>
<td></td>
</tr>
<tr>
<td>BU.232.750</td>
<td>Advanced Portfolio Management ¹</td>
<td></td>
</tr>
<tr>
<td>BU.231.720</td>
<td>Corporate Governance ¹</td>
<td></td>
</tr>
<tr>
<td>BU.210.680</td>
<td>Cost Measurement and Control</td>
<td></td>
</tr>
</tbody>
</table>
Business Administration (Flexible), MBA

BU.232.770     Cryptos and Blockchain
BU.510.650     Data Analytics ¹
BU.232.710     Derivatives ¹
BU.233.730     Entrepreneurial Finance ¹
BU.232.725     Emerging Markets ¹
BU.230.750     Financial Crises and Contagion ¹
BU.220.720     Financial Econometrics
BU.231.710     Financial Institutions ¹
BU.230.620     Financial Modeling and Valuation ¹
BU.232.715     Financial Stability
BU.232.720     Fixed Income
BU.230.730     Managing Financial Risk ¹
BU.231.740     Mergers and Acquisitions ¹
BU.230.710     Quantitative Financial Analysis ¹
BU.232.730     Wealth Management ¹

Total Credits: 12

¹ Designates courses available online.

Health Care Management Concentration
Concentration available through online course format

Code          Title                                      Credits
Required Courses
BU.881.702     Frameworks for Analyzing Health Care Markets ¹ 2
BU.881.703     Health Care Law and Regulation ¹ 2
Select four of the following: 8
BU.881.707     Accounting for Decision Making in Health Care ¹
BU.883.711     Analysis of Health Care Operations
BU.555.710     Applied and Behavioral Economics in Health Care
BU.883.704     Pharmaceutical Strategy ¹
BU.510.650     Data Analytics ¹
BU.450.630     Designing Experiments
BU.883.702     Emerging Frontiers in Health Technologies and Strategies ¹
BU.881.701     Fundamentals of Health Care Systems ¹
BU.883.705     Health Care Financing and Financial Management ¹
BU.883.706     Health Care Organization and Management
BU.890.713     Health Care Strategy Consulting Practicum I
BU.890.714 & BU.890.714 Health Care Strategy Consulting Practicum II ¹, ²
BU.881.706     Health Innovation and Evaluation ¹
BU.881.705     Health Marketing and Access
BU.883.703     Medical Devices and Diagnostics ¹
BU.883.708     Negotiation in Health Care Settings
BU.881.704     Providers and Payers ¹
BU.550.620     The U.S. Health Care System: Past, Present, and Future ¹
BU.883.707     The Wire: Business Solutions for Community Health Improvement ¹

Total Credits: 12

¹ Designates courses available online.
² These courses must be taken in sequence. You must speak with your advisor before registering.

Interdisciplinary Business Concentration
Students interested in a greater knowledge across disciplines or in developing a customized program of study may select the Interdisciplinary Business concentration. Students choose 6 courses from course offerings across the other concentrations. To develop an interdisciplinary business concentration, please consult your academic advisor.

Leading Organizations Concentration
Concentration available through online course format

Code          Title                                      Credits
Required Courses
BU.141.710     Effective Teaming ¹ 2
BU.151.770     Power and Politics ¹ 2
Select four of the following: 8
BU.152.740     CityLab Toolkit: Business Innovation for Social Impact ¹
BU.152.745     City Lab Practicum: Social Impact Project
BU.152.740 & CityLab Toolkit: Business Innovation for Social Impact ²
BU.151.720     Corporate Strategy ¹
BU.610.705     Crisis Management
BU.450.730     Design Leadership
BU.450.630     Designing Experiments
BU.003.903     Global Immersion: Finance in Europe
BU.151.620     Global Strategy
BU.003.893     Leadership Development Expedition
BU.300.620     Managing Complex Projects ³
BU.142.720     Managing in a Diverse & Global World ¹
BU.142.730     Strategic Human Capital ¹
BU.152.735     Strategy Consulting Practicum

Total Credits: 12

¹ Designates courses available online.
² These courses must be taken in sequence. You must speak with your advisor before registering.

Marketing Concentration
Concentration available through online course format

Code          Title                                      Credits
Required Courses
BU.420.710     Consumer Behavior ¹ 2
BU.410.601     Marketing Research ¹ 2
BU.450.710     Marketing Strategy ¹ 2
Select three of the following: 6
BU.420.730     Advanced Behavioral Marketing
BU.430.710     Branding and Marketing Communications
BU.460.710     Business-to-Business Marketing & Channel Strategy ¹
BU.450.760     Customer Analytics
BU.420.720     Customer Relationship Management ¹
<table>
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</thead>
<tbody>
<tr>
<td>BU.450.630</td>
<td>Designing Experiments</td>
<td></td>
</tr>
<tr>
<td>BU.460.700</td>
<td>Integrated Digital Marketing ¹</td>
<td></td>
</tr>
<tr>
<td>BU.460.730</td>
<td>New Product Development ¹</td>
<td></td>
</tr>
<tr>
<td>BU.430.720</td>
<td>Pricing Analysis</td>
<td></td>
</tr>
<tr>
<td>BU.450.740</td>
<td>Retail Analytics</td>
<td></td>
</tr>
<tr>
<td>BU.430.740</td>
<td>Sales Force Management ¹</td>
<td></td>
</tr>
<tr>
<td>BU.460.700</td>
<td>Integrated Digital Marketing ¹</td>
<td></td>
</tr>
<tr>
<td>BU.450.750</td>
<td>Strategic Market Intelligence ¹</td>
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</tr>
</tbody>
</table>

Total Credits 12

¹ Designates courses available online.

**Real Estate and Infrastructure Concentration**

<table>
<thead>
<tr>
<th>Code</th>
<th>Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>BU.234.610</td>
<td>Real Estate and Infrastructure Finance ¹</td>
<td>2</td>
</tr>
<tr>
<td>BU.241.610</td>
<td>Real Estate Investment and Development ¹</td>
<td>2</td>
</tr>
</tbody>
</table>

Select four of the following: 8

- BU.241.750 Advanced Valuation and Investment Analysis
- BU.241.620 Design and Construction Feasibility
- BU.230.640 Development Modeling and Risk Analysis
- BU.450.630 Designing Experiments
- BU.241.725 Global Perspectives in Real Estate
- BU.241.735 Infrastructure Development for Sustainable Cities
- BU.241.740 Project Finance and Public-Private Infrastructure Delivery
- BU.242.720 Real Estate Capital Market Analysis
- BU.152.725 Real Estate Entrepreneurship
- BU.242.710 Real Estate Funds and Portfolio Management
- BU.242.715 Real Estate and Infrastructure Valuation
- BU.242.701 Real Estate Investment Trusts: Analysis and Structuring
- BU.132.615 Real Estate Legal Environment
- BU.242.601 Real Estate Market Feasibility Study
- BU.241.760 Strategic Commercial Leasing

Total Credits 12

¹ Required for concentration and taken at the beginning of concentration coursework.

**Non-Concentration Business Electives (12 credits)**

Students may either choose a second concentration to complete their remaining 12 credits or take electives of interest for a total of 12 credits.