

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

Twenty-first century business requires competent managers and administrators – women and men with the ability to plan, inspire, and direct the work of others. The professional M.B.A. program at Sage Graduate School is designed to develop leaders who can manage complex organizations and who have the desire and capability to move into high level positions. For nearly three decades, Sage MBA's have taken major leadership roles in business, government, health care and non-profit organizations. Top management positions are well within the reach of our graduates.

The Russell Sage M.B.A. is particularly tailored to professionals in the workplace. The M.B.A. program is contemporary and practitioner oriented and includes behavioral aspects of management. Thanks to our flexible schedule, with evenings, weekend, summer, and on-line courses even the busiest student can complete their degree within two years. Our experienced faculty delivers technical, operational, and analytic knowledge and skills through courses such as finance, economics and marketing. These areas are supported by courses in human resource management, management information systems and strategy/executive decision making. Our faculty believes in hands-on applications, case work, and outside “real-world” business projects which allow our students to have both a practical and theoretical base to their education. When combined with business experience, the Russell Sage M.B.A. will develop leaders prepared to make effective decisions in any organization.

## Concentrations

Students can choose from among several specialized courses in fulfilling their elective category, or opt to concentrate in Business Strategy, Finance, Marketing, or Human Resources. These concentrations are structured to cover the knowledge and skills central to establishing competencies in the area most critical and interesting to the student. For those students who do not want an area of concentration they may choose from a wide number of traditional MBA elective and/or may elect to take graduate courses found in other graduate programs. For example, the student can complete their nine credit hours requirement by choosing from a vast array of complementary graduate courses in areas such as Health Services, Community Psychology, or Education, etc. Taking electives outside of department offering must however be first approved by the Program Director or your Advisor.

- **Design Thinking for Business Strategy & Entrepreneurship** Design thinking is a process for creative problem solving that prioritizes the consumer's needs above all else. It relies on empathetically observing how people interact with their environments and an iterative, hands-on approach to delivering solutions. This leads to better products, services, and organizational processes.
- **Systems Thinking & Sustainability** In today's more crowded, rapidly changing world there are fewer instances where all that is needed is a “right answer.” A systems thinking approach provides meaning and understanding on a wholistic level—allowing for decision-making that balances the economic, environmental and social demands organizations face.
- **Healthcare Management** This business master's degree specializes on leading people and projects in a health care setting. Take classes in program planning, analysis and evaluation, policy, finance, law, human resources and management information systems.

## Admission Requirements

Applicants to the program must meet the general admission requirements for Sage Graduate School. The Graduate Management Aptitude Test (GMAT) is not required for admission.

## Program Requirements

The Sage M.B.A. requires a minimum of 42 semester hours of graduate coursework. If students do not have previous preparation in management/business, proficiency coursework also may be required. To determine whether proficiency coursework is necessary, prospective students should meet with the program director. All students taking M.B.A. courses, including non-matriculants, must seek academic advisement on a regular basis by contacting the M.B.A. office at (518) 292-1700.

The Sage M.B.A. assumes a certain level of technical proficiency. The College uses MS-Office ® as the standard for electronic communication. Students should have proficiency with MS-Word ® and a working knowledge of Excel ® and Access ®. The standard statistical software used by the college is SPSS ®. Educational versions of this software are available through the College Bookstores. Most M.B.A. classes are taught in classrooms wired for internet connections. Students are encouraged to bring their own laptops.

## M.B.A. Program Summary

**Program:** Master of Business Administration

**Type:** M.B.A.

## Proficiency

*(The following four courses have specific undergraduate equivalencies. Course requirements may be waived based on the program director's evaluation of undergraduate courses.)*

<b>Item #</b>	<b>Title</b>	<b>Credits</b>
MBA 551	Financial Accounting	
MBA 552	Economic Analysis	
MBA 553	Statistical Reasoning	
MBA 563	Legal Environment	

## Foundation

<b>Item #</b>	<b>Title</b>	<b>Credits</b>
MBA 570	Critical Thinking	
MBA 571	Management of Change & Innovation	
MBA 564	Research Design	
MBA 561	Managerial Economics	
MBA 574	Financial Management	
MBA 576	Marketing Systems	
MBA 656	Leadership & Ethics	
MBA 651	Human Resource Management	
MBA 671	Management Information Systems	
MBA 695	Strategy and Executive Decision Making	

## Specialization

- Choose one of the following Specializations:

## Design Thinking for Business Strategy and Entrepreneurship

- Select three courses from the following:

<b>Item #</b>	<b>Title</b>	<b>Credits</b>
MBA 579	Design Thinking Fundamentals	
MBA 532	Entrepreneurship	
MBA 583	Digital Marketing Essentials	
MBA 530	Project Management Essentials	

## Systems Thinking and Sustainability

- Select three courses from the following:

<b>Item #</b>	<b>Title</b>	<b>Credits</b>
MBA 520	Systems Thinking	
MBA 615	System Dynamics	
MBA 584	Business Strategy and Corporate Social Responsibility	
MBA 530	Project Management Essentials	

## Health Care Management

- Select three courses from the following:

<b>Item #</b>	<b>Title</b>	<b>Credits</b>
HSA 553	Health Systems & Policy	
HSA 558	Budgeting and Finance for Government, Nonprofits, and Health Care	
HSA 565	Health Care Finance and Management Systems	
HSA 572	Program Planning, Analysis, & Evaluation	
MBA 685	Quality Management	

## Capstone: Integrative Experience

<b>Item #</b>	<b>Title</b>	<b>Credits</b>
MBA 696	Competitive Advantage	

# Program Delivery

The Sage MBA Program has always been known for its flexibility and its student focus. Our responsibility is to help define, inspire and grow strong business decision makers. To this end, Sage has created a series of curricular milestones that will aid in structuring student development. Three Sage milestones, revolving around class activities, are strategically placed at three different levels of the program. These milestones not only help to focus and organize the uniqueness of Sage's program, but are invaluable aids to student development and self-assessment.

- **Milestone One:** A major case study culminates our introductory course - MBA 571 Management of Change and Innovation. Teams comprised of approximately 4 to 7 students present a major case to the business faculty and to invited business leaders. This challenging and multi-functional case study incorporates many of the future demands and expectations of the program. Students must participate in this milestone after fulfilling a minimum of 6 credit hours in the Proficiency requirements and/or taking no more than 12 credits hours in the Foundation requirements. Students who are unable to meet these requirements can seek permission from the Graduate Program Director to enroll in this course .
- **Milestone Two:** Upon completion of 12 credit hours, and/or a maximum of 18 hours, students are required to take MBA 570 Critical Thinking: Transformation in a Complex World. This course culminates in a student debate between two or more teams. The topics entail controversial societal-business issues. Students present their findings to an audience during the Sage Research Symposium.
- **Milestone Three:** Sage's third milestone is found in the programs last course -MBA 696 Competitive Advantage. Working in teams students participate in an intensive consulting project with an outside business client. This course culminates the Sage professional MBA and has proven to be a challenging and significant experience in the student academic career.

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**Total credits:**

**42-54**