

Master of Business Administration

Master of Business Administration Degrees and Certificates

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

Degree Type

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

Proficiency

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

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

Foundation

Item #	Title	Credits
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	3
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:

Item #	Title	Credits
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:

Item #	Title	Credits
MBA 520	Systems Thinking	
MBA 615	System Dynamics	
MBA 584	Business Strategy and Corporate Social Responsibility	3
MBA 530	Project Management Essentials	

Health Care Management

- Select three courses from the following:

Item #	Title	Credits
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

Item #	Title	Credits
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.

Total Credits

42-54

Master of Business Administration Classes

MBA 520 : Systems Thinking

Why do so many businesses fail? Why do so many others fail to produce lasting results? Why do many businesses suffer from periodic crises, fluctuating sales, earnings, and morale? Why do many social and governmental programs fail to achieve their desired objectives and some create results counter to their goals?

To address these questions, in this course the basic concepts of systems thinking will be introduced. In general, systems thinking is a school of thought that focuses on recognizing the interconnections among the parts of a whole entity (the system) and synthesizing the interconnections into a unified view of the whole entity (the system).

MBA 525 : Conflict Management & Mediation

This course addresses the issue of conflict from two positions: 1) through an examination of the causes, processes, costs, and benefits of social and work conflict and , 2) by offering methods for conflict resolution. Using management and sociological theory and research, this course will address the relationship of social issues - e.g., difference and inequality, power and corruption - to organizational and institutional conflict. Understanding that conflict can signal either a disruption in the operation of an organization or an opportunity for change and growth, this course will provide students with a broad-based perspective for making conflict an

asset organizationally and interpersonally. The latter part of the semester will be devoted to methods for conflict resolution including interactive mediation role play with a variety of conflicts faced by managers and leaders.

MBA 530 : Project Management Essentials

This class prepares students for the rigorous Project Management Professional exam sponsored by the Project Management Institute. Topics explored are the five process groups and the nine knowledge areas.

MBA 532 : Entrepreneurship

This course offers a framework for understanding the entrepreneurial process and exposes students to challenges, problems, and issues faced by entrepreneurs who start new businesses. Major objectives are for students to learn how to identify and evaluate venture (e.g., business, non-profits, grassroots) opportunities, develop a venture concept, assess and obtain the required resources, and manage its growth.

MBA 551 : Financial Accounting

This course provides a comprehensive introduction to financial accounting principles including accounting information cycle, the analysis and recording of business transactions, the preparation of working papers, and the resulting creation of financial statement. The course introduces contemporary accounting theory and official pronouncements.

MBA 552 : Economic Analysis

This course provides an understanding of the basic theoretical concepts of economic theory. Examination of microeconomic and macroeconomic principles provides the basis for an explanation of how contemporary mixed capitalism systems function. Attention is directed toward the development of the economic perspective in problem solving and the use of tools of economic analysis.

MBA 553 : Statistical Reasoning

This course is a graduate-level introduction to data analysis, descriptive statistics, and statistical inference. Data analysis and descriptive statistics include graphical analysis, measures of location and dispersion, an introduction to probability, and a consideration of probability distributions, including the Binomial, Normal, t, Poisson, Chi Square, and F. Statistical inference encompasses procedures for determining whether data fits some distribution, and also procedures such as regression and correlation for estimating values based on some statistical association.

MBA 555 : Administration, Organization, & Behavior

The basic purpose of the course is to provide the student with broad overview of the vast and varied literature concerned with the nature of organizations and theory and research pertaining to management in organizations. Since management approaches are ultimately linked to their organizational context, the first part of the course focuses on the theory of organizations and is aimed toward the development of an understanding of organizations in terms of structure, function, process, and environment. The second half of the course concerns behavior in organizations and focuses on the individual within the organization. Topics covered and linked to theory include leadership, motivation, interpersonal relationships, decision making, and problem solving. The course will prepare students to face supervisory management problems, organizational dynamics, work design and ethical considerations for working with people within organization systems.

MBA 561 : Managerial Economics

Optimality conditions and techniques are analyzed in this course within the framework of demand theory, production theory, cost and pricing analysis. Emphasis is on the application of microeconomic theory to firm-level decision making.

Prerequisites

MBA-551, MBA-552 , MBA-553

MBA 563 : Legal Environment

This course introduces the student to the U.S. legal system as it pertains to business and provides an understanding of how various aspects of the law influence and impact the role of a business manager and the decisions made by a business manager. The course focuses on those areas of law which affect virtually every business, highlighting the relationship between law, business and commerce. The rationale behind laws that affect business practice and the application of law to specific business situations are explored.

MBA 564 : Research Design

This course introduces students to the basic tools of business research. Varied research methods are introduced and evaluated across a wide variety of business needs. Specific attention is paid to the collection, analysis and interpretation of business data from the perspective of design, execution, evaluation and resulting contribution to the research objectives.

Prerequisite Courses

MBA 553

Advising Note

Take MBA-553;

MBA 570 : Critical Thinking

This course is one of two introductory classes in the Sage MBA Program. The purpose of this course is to improve critical and creative thinking among students as well as inspire freedom of thought. The course facilitates a learning environment where critical thinking and incisive judgment are developed by students through clear communication of problem analysis. Students will also improve in their ability to develop unique ideas, overcome objections, and persuade others. It will aid the student in thinking outside of the box, and to become more effective writers, speakers and communicators.

MBA 571 : Management of Change & Innovation

This course focuses on the strategies and best practices required to create and sustain competitive advantage in the evolving global environment. Students explore the value chain product, process innovation methods, and other dynamic industry.

MBA 574 : Financial Management

The role of the financial manager is examined in context with the legal, operating, and tax environment of contemporary business firms. Attention is focused on financial analysis and planning, the time value of money, risk-return relationships, cash flow and asset/liability management, as well as investment priorities, capital structure, valuation techniques, and capital budgeting applications. Special concerns dealing with mergers, restructuring, and international finance are also addressed.

Prerequisites

MBA 551 , 553 or permission of program director

MBA 576 : Marketing Systems

This course addresses how to design and implement the best combination of marketing efforts to carry out a firm's strategy in its markets. Specifically, this course seeks to develop the student's understanding of how the firm can benefit by creating and delivering value to its customers and skills in applying the analytical concepts and tools of marketing.

MBA 579 : Design Thinking Fundamentals

As the challenges and opportunities facing businesses, organizations, and societies grow more complex, and as stakeholders grow more diverse, an approach known as design thinking is playing a greater role in finding meaningful paths forward. Design thinking is an action-oriented problem solving methodology that employs various design-based techniques to gain insight and yield creative solutions for complex challenges. At the heart of this approach is a deep sensitivity to the needs of people. In this course, students will unpack each fundamental step of the design thinking process and become familiar with the design thinker's mindset and toolkit.

MBA 582 : Consumer Behavior

The potential marketing manager must have a thorough understanding of the issues that underlie the purchase decision. This course will develop an understanding of issues such as life style, social class, environmental issues, etc. that critically affect the marketing program. Course will do three things: 1. Provide a comprehensive description of the factors that underlie the process; 2. Demonstrate how the knowledge of these factors can be used by professional marketers; 3. Develop scenarios where the student can apply these concepts.

Advising Note

Take MBA-576;

MBA 583 : Digital Marketing Essentials

Companies are increasingly shifting some of the marketing efforts to digital technologies such as search engines, social media and mobile. These technologies influence customers and also have an impact on firm performance. It is important for business students to understand some of these digital strategies and familiarize with some of the technologies underlying them. This course is an introductory graduate level elective course designed to provide insights into some of the marketing strategies using Internet-based (digital) technologies.

MBA 584 : Business Strategy and Corporate Social Responsibility

Increasingly, executives and managers are being asked to lead their organizations in ways that consider impacts outside of profit-generation and maximizing shareholder value. Specifically, the Corporate Social Responsibility (CSR) movement in business is redefining the goals of business, and driving companies to operate in ways that enhance society and the natural environment, instead of contributing negatively to them. This course explores the ways the CSR movement is shaping business strategy and decisions at the executive levels.

Credits 3

MBA 596 : Topics in Human Resources

Current significant topics in the specialization will be presented.

MBA 597 : Selected Topics in Finance

Current significant topics in the specialization will be presented by faculty

MBA 598 : Selected Topics in Marketing

Current significant topics in the specialization will be presented by faculty

MBA 599 : Selected Topics in Management

Current significant topics in the specialization will be presented by faculty

MBA 615 : System Dynamics

System dynamics is a modeling process to quantify problems that unfold through time in mathematical models that are simulated to investigate sources of undesirable dynamics and find successful improvement strategies. System dynamics embodies an iterative process in which a problem that is pervasive throughout a system is defined, the structure of the system that generates the problem will be studied, and policies or practices that can change the system structure and behavior and therefore alleviate/solve the problem will be reviewed and introduced.

The understanding of the system structure requires the determination of how critical variables affect other variables, even if the other variables are downstream from the critical variables under consideration. To determine variable interrelationships, not only must the analyst establish the causal relationships among the elements of the system but also distinguish those among the physical, organizational, and decision-making relationships.

In this course, you will consider problems that manifest themselves in complex systems. Examples of these include but are not limited to: the performance degradation associated with the introduction of new technologies in organizations, the tragedy of the commons and other market failures that lead to rationales for government intervention; fluctuating sales, production and earnings; the diffusion of new technologies; and environmental challenges, and epidemics. You will use one of several simulation software packages throughout the course to understand, evaluate, and improve upon complex problems and establish a relationship between the real world and a virtual simulation world by generating and evaluating corresponding system simulation models.

MBA 620 : Employee Training and Development

The major goals of human resources management are to acquire, develop and maintain an organization's human capital. Efficient and effective management of an organization's human capital is a source of competitiveness and sustainability. The dynamic and largely uncontrollable nature of global, political, social, economic, and technological external forces requires leadership commitment to the on-going strategic development of an employee's skill set. Therefore, focused outcomes-driven training and development is critically important and a strategic driver of organizational success.

MBA 630 : Recruitment & Retention

In this course, students will be introduced to two critical human resource functions: (1) talent acquisition and retention for staffing the organization, and; (2) the training and development processes for improving organizational performance and creating a learning organization.

The course presents the theoretical framework and practical tactics for acquisition and retention of talent necessary to achieve the business objectives of the organization. Topics will include: employment and staffing strategy, human resource planning, recruitment, assessment, selection and decision-making, negotiation and retention strategies. The importance of linking staffing and talent management to business strategies, objectives and competitive challenges will be emphasized. Students will learn the principles and techniques for competing in the war for talent.

The course will also provide an introduction to the concepts, processes and issues associated with workforce training and development. This includes strategy and assessment of training requirements and the planning, design, delivery and evaluation of training programs. In addition, we will discuss best practices in individual, management, leadership and organizational development.

MBA 651 : Human Resource Management

This course entails a comprehensive review and analysis of the complex issues which affect an organization's utilization of its human resources: improvement of productivity, enhancement of the quality of work life, and legal compliance. In addition, the major objectives of human resource management attracting, retaining, and motivating employees as they relate to specific activities (i.e., recruitment, selection, compensation, and training) are examined.

MBA 653 : Compensation Administration

This course consists of an in-depth review and analysis of all aspects of employee compensation. Contemporary compensation policies and procedures, including those which pertain to employee benefits, are examined. Case analyses and other exercises are utilized to develop student skill in diagnosing and addressing problems involving compensation.

Prerequisite Courses

MBA 651

Advising Note

Take MBA-651;

MBA 654 : Labor and Industrial Relations Policy

The role of federal and state government regulation of labor relations is examined. Current problems and issues in labor economics including wages, hours, and working conditions are examined within the framework of the system of labor law and the collective bargaining process. The relationship of labor organizations to management decisions and technological and economic change is analyzed.

Prerequisite Courses

MBA 651

MBA 656 : Leadership & Ethics

Historical and contemporary leadership theories and concepts with an emphasis on the ethical dimensions of leadership are studied. Competencies and influences of leaders and followers are presented with a focus on personal leadership and character assessments.

MBA 657 : Innovative Org Communications

An overview of communication theory and general communication processes will be the starting point of the course. The course will then examine a study of communication processes necessary for creativity, innovation, and performance that will enable the creation of a workplace that is capable and accepting of change. Communication for learning to work in environments of change will also be covered. Emphasis is placed on the role of the leader/executive in the development of organizational communication.

MBA 660 : Human Resource Strategy

"People are our most important asset." This is a phrase that can be found, in one form or another, in most annual reports and CEO speeches. This course examines the development, execution and application of people strategy in the management of human capital and organizational performance. Emphasis is placed on vertically integrating best practices in human resource management with the overall business strategy by providing practical understanding of Strategic Human Resource Management (SMRH) through contemporary case study, team presentations and exercises.

MBA 664 : Investment Analysis

This course introduces students to the types and kinds of investment instruments available in today's financial markets and the techniques for evaluating the attractiveness of any single investment or portfolio of investments in order to meet the objectives of investors. It will examine the theory of investments and offer a practical guide to analysis and decision making. The course is rigorous and demanding in terms of content, stressing risk, profitability, and portfolio construction.

Prerequisites

MBA 561 , MBA 574

MBA 665 : Bank Management

A seminar in management policy, practice, and strategy in the banking industry (commercial and thrift institutions). Specific reason of coverage include: risk management, marketing of bank services, lending policies, liquidity management, and management of bank capital structure. The causes of bank failures and the supervisory process, and structure of commercial lending are reviewed.

Prerequisites

MBA 574 , 561

Advising Note

Take MBA-574 MBA-561;

MBA 666 : Financial Markets and Institutions

The course examines the functions, policies, organizations and regulations of financial institutions and markets. Topics include: commercial banking system and other depository institutions, regulation of financial system, market for interest bearing securities, derivative instruments and their application, futures, and options. In addition, the factors that determine the structure of interest rates are examined.

Prerequisites

MBA 561 , MBA 574

MBA 667 : Capital Budgeting

This course is designed to assist the student in the evaluation of planning for capital budgeting. Case studies will be used to relate and illustrate factors involved. Present value theory concepts are emphasized. Concepts from areas of finance and managerial accounting are introduced in this presentation of interdisciplinary integration. Additionally, the managerial problems arising from the investment and financing of capital funds are viewed under economic analysis.

Prerequisites

MBA 561 , 574

Advising Note

Take MBA-561 MBA-574;

MBA 671 : Management Information Systems

This course covers the integration of computer-based technology into the modern organization. Topics include the use of software applications to solve organizational issues. An examination of E-Commerce, IT systems development and information security. Ethical and social issues related to the use of computer technology are considered.

Credits 3

MBA 672 : Marketing Strategy

The objectives of this course are two-fold: first, to subordinate marketing to the overall interests of the firm; and second, to present a practical framework that links corporate objectives and strategies to master marketing objectives and strategies, and then to objectives and programs for individual marketing activities. The ways by which marketing can contribute to the achievement of corporate objectives consistent with corporate strategies and with the strengths and limitations of other functional areas of the business are examined.

Prerequisite Courses

MBA 576

Advising Note

Take MBA-576;

MBA 679 : Small Business Development

A practitioner-oriented course emphasizing the management of all aspects of the new or small firm. Considers techniques for both taking advantage of business opportunities and solving problems of developing businesses. Key functional areas examined include marketing, financing, production, and human resources. Provides the student an opportunity to participate in problem-solving field projects for local small businesses.

MBA 683 : New Product Development

This course will focus on the design and marketing of new products. The process of new product generation will be followed from conceptualization to the marketing of that new product. Areas to be covered will include: innovation strategy, opportunity identification, testing new products, introducing new products, and profit management.

Prerequisite Courses

MBA 576

Advising Note

Take MBA-576;

MBA 684 : Professional Sales Management

This course focuses on revenue development for an organization. The issues involved in sales management encompass a wide variety of activities. The intent of this course is to develop an awareness of how these varied activities channel into three interrelated processes: 1) The formulation of a strategic sales program; 2) The implementation of that program, from the selection of personnel to the specific policies; 3) The evaluation and control processes necessary to insure that the mission is accomplished.

Prerequisite Courses

MBA 576

MBA 685 : Quality Management

This course offers students a basis for a comprehensive understanding of management practices and concepts aimed at enhancing organizational quality and productivity. Literature in health and management is reviewed and analyzed for quality approaches, quality best practices, quality initiatives, and perspectives from selected organizations. Topics include statistical measurement techniques, system analysis, work design, and root cause analysis.

MBA 695 : Strategy and Executive Decision Making

This course provides students with an in-depth understanding of business strategy and the notion that the development of strategy links the organization's mission with strategic theory, planning, and implementation to create a sustainable competitive advantage. This course introduces the formal strategic planning process and industry standard theory, method, and tools and focuses heavily on the synthesis and application of this process to analyze, address, and solve strategic issues that organizations face in multiple competitive environments.

Prerequisite Courses

MBA 571

MBA 696 : Competitive Advantage

This multi-disciplinary management capstone course examines how today's organizations identify, select, foster and implement their competitive strategies. Topics include: developing new corporate paradigms, screening of environmental opportunities, the role of human and technical innovation and building organizational excellence through transformational management. This course is open to MS Organization Management and Health Service Administration students by advisement only.

Prerequisites

It is expected that all students must have successfully completed a minimum of 90% of their course work This course is open to MS Organization Management & Health Service Administration students only by advisement