

# Babson College

Graduate Catalog 2024-2025

Volume: I

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The Babson College Catalog is an annual publication that includes information about the College, academic programs offered, academic and financial policies, and student services and resources. Babson College reserves the right to make changes to information included in the College Catalog as deemed necessary and without notice. The information included in this catalog is effective the date of publication.

## About Babson

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### Overview

As the worldwide leader in entrepreneurship, Babson is the creator of entrepreneurship education and convenor of entrepreneurial leaders.

We were the first to understand that thinking and acting entrepreneurially is more than just an inclination—it can be taught. And, for more than 100 years, we’ve been teaching it better than anyone.

At Babson, we believe that entrepreneurship can be a powerful force within organizations of all types and sizes, in established businesses as well as new ventures. In any industry, in any position, it takes entrepreneurial leaders to solve problems and make an impact.

Since Roger Babson founded the College in 1919, the curriculum has focused more on practical experience and less on lectures to better prepare students for the realities of the business world.

Today in our collaborative community, students gain the fundamental business skills and liberal arts knowledge necessary to cultivate an entrepreneurial mindset. They then use that mindset to navigate real business situations, putting what they learn into practice and becoming leaders equipped to make a difference on campus and around the world.

### Mission Statement

Babson College prepares and empowers entrepreneurial leaders who create, grow and steward sustainable economic and social value—everywhere.

## Administration and Governance

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### President's Council

**Stephen Spinelli Jr. MBA'92, PhD**  
President

**Ariel Armony, PhD**  
Provost and Executive Vice President

**Donna Bonaparte**  
Vice President, Human Resources

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**Caitlin Capozzi**  
Vice President, Learner Success & Dean of Campus Life

**Edward Chiu**  
Governor Craig R. Benson Endowed Executive Vice President for Advancement

**Katherine Craven**  
Executive Vice President, Administration & Finance

**Michael Layish**  
Vice President and General Counsel

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Chief Executive Officer, The Arthur M. Blank School for Entrepreneurial Leadership

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Executive Vice President

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Vice President, Enrollment Management & Financial Aid

**Colleen Meader**  
Executive Assistant to the President

**Kerry Salerno**  
Vice President & Chief Marketing & Communications Officer

**Donna Stoddard, DBA**  
Dean of Faculty

**D.R. Widder MBA'99**  
Vice President of Innovation

# Board of Trustees

Representing the highest level of service to Babson College, the Board of Trustees is comprised of dedicated alumni, parents, and friends, who meet formally as a group three times per year with regular communication between board meetings.

The Board of Trustees is the governing body for Babson College. The Board is primarily responsible for appointing the President, who leads and manages the institution; approving the College's mission and purpose, institutional policies, and changes in academic programs; and overseeing the College's finances and assets to ensure Babson's continuing vitality and its ability to fulfill its mission now and for future generations.

## Chair of the Board

Jeffery S. Perry '87, P'23

## Board of Trustees

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KP Balaraj P'25

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John E. Johnson '08

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Michael S. Lorber '01

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Chair, College Advisory Board

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Audrey McLoghlin

Ramon A. Mendiola '86, P'20 '23 '28, MP'21

Corey N. O'Neill '22

Kenneth G. Romanzi '82

James A. Rullo MBA'85

Somia Farid Silber '15

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President - Babson College

Amanda G. Strong '87

Davide Visco '95

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Robert (Bob) Weissman\* '64, H'94, P'87 '90, G'19

Joseph L. Winn MBA'74, MP'15

Anthony C. Woodruff '65

\*posthumously

# Global Advisory Board

The Global Advisory Board (GAB) focuses on one of the College's top priorities—extending Babson's global reach.

The GAB takes Babson to the world and the world to Babson. Board members serve as ambassadors for the College represent Babson in their countries and communities counsel the President, Trustees, and the Babson Community by providing a global perspective assist students on professional matters and provide meaningful philanthropic support.

## Chair

Cyril C. Camus '91, P'26

## Members

Steven I. Bandel P'16

David J. Barber '81, P'16 '17

Eduardo Barco '83, P'18'20

Brian M. Barefoot '66, MP'01, H'09

Selin Kibar Bayar '90

Bettina Beckhoff de Longinotti-Buitoni P'11 '14 '19

Ettore Biagioni '80

Juan José Borja P'20 '24

William "Greg" Burrill P'04 '04 '06, MP'11 '11

Lupo M. del Bono '79, P'09

Francisco Diego '84, P'24

Maria Alexandra Pereda Ehrlich '15

Soha Ehsani '09

Sunil Goyal P'13 '16 '19

Muhammad H. Habib '81, P'09

Kerry Murphy Healey

Heidi Henriquez P'18 '23

Carlos Herrera '92

Bruce T. Herring '87, MP'19

Finna Susilo Huang '96, P'24

James J.K. Hung MBA'71, P'99 '01

Vivek Jain MBA'83 P'07

Dr. Jean-Pierre Jeannet

Deepak Jethwani P'20

Raymond Kassin '84, P'21

Fred S.C. Kiang '70, MBA'75, H'19

Gudmundur Kjaernested '91, P'26

Carmella R. Kletjian

Pierre Halimi Lacharlotte P'21'24

Dinesh "Dino" Lalvani '95

Pimjai Leeissaranukul P'13

Umer Mansha '95

Richard A. Maser, Jr '89

Edgar Monserratt P'22

Andres Posada '09

Elizabeth P. Powell MBA'76, MP'01

Ingrid Prasatya P'19 MP'19'20

Eric Regout '72

Christina "Chrissy" Sayare MBA'96

Juan Carlos Serrano P'18 '18 '21

Chockchai Sethiwan P'18

Jonathan D. Sieff P'18

Richard J. Snyder, Esq. '60, P'93, MP'01, H'94

Vaibhav Vohra '08

Scott Voss MBA'99

## Founder Emeritus

Dr. Jean-Pierre Jeannet

# College Advisory Board

The College Advisory Board of Babson College serves as an important link to the College community. As its

ambassadors, the CAB members support the reputation of the College and advances its mission through service and promotion of the College to all constituencies.

## Chair of the Board

Christopher Malone '00 MBA'07

## Vice Chair of the Board

Matthew D. Consigli MBA'08

## College Advisory Board

Brian James Anderson '96 MBA'04

Jeffrey S. Baker P'16 '18

Christopher S. Bignell '94 P'27

John Clyde Campbell '11

Alison Carter-Cady '95

Anthony Caterino Jr. '92

John Chartier '11

Edward Ciancarelli, Jr. '00

Adam K. Conway '98

Arthur X. Duffy '90

Robert W. Eddy '95

Alexander Faigel '99

James Francis '95

Alexandra H. Freeman '15

Daniel L. Gay MBA'09

Jeffrey Gerson '95

Gautam Gupta '07

Aram H. Hintlian, Jr. '74, MBA'75

Garry R. Holmes P'16

Andrew Kent '02, MS'23

Kate S. Korzendorfer '93

Stephen H. Kramer '92

Michael London '92

Chris Maher '96

Jacob E. Miles '98

Amanda Outerbridge '00

Ted E. Orenstein '94

Martin Restrepo '17

Jay Rivera '99

John D. Rogol '77

Leonard Sheer '96 P'27

Karen Snow '93

Joseph M. Spinelli '98

Lisa Spadafora Thompson MBA'96

Jack Waterstreet '04

Rebecca Webb '95

Jordann Weingartner '02

Jancy Yang '09 P'26

## Accreditation

Babson holds accreditation from NECHE (New England Commission of Higher Education), AACSB International (Association to Advance Collegiate Schools of Business), and EQUIS (EFMD Quality Improvement System).





# Academic Calendar

## Academic Calendar 2024-2025

All dates subject to change. Incoming graduate students should confirm their cohort's specific calendar for Orientation dates and times.

### Fall 2024

Day	Date	Event
R	8/22	Residence Halls Open for First years , Exchange, and Transfer Students
R-Su	8/22-8/25	Undergraduate Orientation for First Years, Transfer, and Exchange Students
Sa	8/24	Residence Halls Open for Returning Students
M	8/26	Undergraduate Classes begin
M	8/26	Graduate Programs - New Student Orientations Begin
M	8/26	Graduate Blended MBA - Miami begins
F	8/30	Undergraduate Add/Drop Ends 4:30 p.m. Eastern Time
M	9/2	Labor Day: no classes
T	9/3	Graduate Classes begin
F	9/13	Graduate First "A" and Full Session Add/Drop Ends 4:30 p.m. Eastern Time
Th	9/19	Undergraduate Pass/Fail Selection Deadline for Designated First Session "A" Half Semester Courses 4:30 PM Eastern Time
Tu	10/1	Last Day to withdraw from a Graduate First Session "A" Course 4:30 p.m. Eastern Time
M	10/14	Indigenous Peoples' Day: no day or evening classes
Tu	10/15	Undergraduate Fall Break Day: no UG classes
Tu	10/15	Babson Monday for Grad classes, no Tuesday class meeting
F	10/18	Undergraduate Mid-Semester Warnings due from faculty
Tu	10/22	Undergraduate Mid-Semester Warnings sent to students
Tu	10/22	Graduate Elective "A" Session courses end
W	10/23	Graduate Elective "B" Session courses begin

Day	Date	Event
Tu	10/29	Undergraduate Pass/Fail Selection Deadline for Designated Second Session "B" Half Semester Courses 4:30 PM Eastern Time
Tu	10/29	Undergraduate Pass/Fail Selection Deadline for Designated Full Session Courses 4:30 PM Eastern Time
Tu	10/29	Last day to withdraw from an Undergraduate course 4:30 p.m. Eastern Time
Th	10/31	Last Day to withdraw from a Graduate Full Session course 4:30 p.m. Eastern Time
Tu	11/5	Graduate Second Session "B" Add/Drop ends 4:30 p.m. Eastern Time
R	11/21	Last Day to Withdraw from a Graduate Second Session "B" course 4:30 p.m. Eastern Time
W-F	11/27-11/29	Undergraduate and Graduate Thanksgiving Break (3 days)
M	12/2	Last Undergraduate class (24 Hour Quiet Time begins on campus at 8 p.m.)
Tu-W	12/3-12/4	Undergraduate Reading Days
Th-Th	12/5-12/12	Undergraduate Exams (no exams on Saturday or Sunday)
Th	12/12	End of Semester for Undergraduate Students
Sa	12/14	Last meeting for Graduate classes including Final Exams if Applicable and End of the Semester for Graduate Students
Sa	12/14	Residence Halls close for Winter Break

### Spring 2025

Day	Date	Event
F	1/17	Residence Halls open for Transfer, Exchange, and January Admits. Undergraduate Orientation begins
F-Su	1/17-1/19	Undergraduate Orientation for Transfer, Exchange, and January Admits
Su	1/19	Residence Halls open for Returning Undergraduate Students
M	1/20	Martin Luther King Holiday - no day or evening classes
Tu	1/21	Graduate and Undergraduate classes begin
Sa	1/25	Graduate Blended MBA - Miami begins
M	1/27	Undergraduate Add/Drop ends 4:30 p.m. Eastern Time
F	1/31	Graduate First "A" and Full Session Add/Drop ends 4:30 p.m. Eastern Time
Th	2/13	Undergraduate Pass/Fail Selection Deadline for Designated First Session "A" Half Semester Courses 4:30 PM Eastern Time
M	2/17	Presidents Day Holiday: no day or evening classes
Tu	2/18	Babson Monday: follow Monday class schedule, no Tuesday classes
Th	2/20	Last Day to withdraw from a Graduate First Session "A" Course 4:30 p.m. Eastern Time
Sat	3/15	Graduate "A" Session courses end

Day	Date	Event
M-F	3/17-3/21	Spring Break Graduate and Undergraduate (5 days)
F	3/21	Undergraduate Mid-Semester Warnings due from faculty
Su	3/23	Graduate "B" Session Begins
Tu	3/25	Undergraduate Mid-Semester Warnings sent to students
M	3/31	Last Day to withdraw from a Graduate Full Session course 4:30 p.m. Eastern Time
Tu	4/1	Last day to withdraw from an Undergraduate course 4:30 p.m. Eastern Time
Tu	4/1	Undergraduate Pass/Fail Selection Deadline for Designated Second Session "B" Half Semester Courses 4:30 PM Eastern Time
Tu	4/1	Undergraduate Pass/Fail Selection Deadline for Designated Full Session Courses 4:30 PM Eastern Time
F	4/4	Graduate Second "B" Session Add/Drop ends 4:30 p.m. Eastern Time
M	4/21	Patriot's Day Holiday: no day or evening classes
T	4/22	Last Day to Withdraw from a Graduate Second Session "B" Course 4:30 p.m. Eastern Time
W	4/23	Undergraduate School Babson Monday: follow Monday class schedule, no Wednesday classes – UG only
F	4/25	Graduate School: Babson Monday: follow Monday class schedule - Grad only
W	4/30	Last meeting for Undergraduate classes (24 Hour Quiet Time begins on campus at 8 p.m.)
Th	5/1	Reading Day
F	5/2	Undergraduate Final Exams
Sa-Su	5/3-5/4	Reading Days
M-F	5/5-5/9	Undergraduate Final Exams
F	5/9	End of the Semester for Undergraduate Students
Sa	5/10	Last meeting for Graduate classes including Final Exams if Applicable and End of the Semester for Graduate Students
Sa	5/10	Undergraduate Residence Halls Close (for students not scheduled to graduate)
Sa	5/17	Commencement: UG & Grad Ceremony

## Summer 2025

Day	Date	Event
Su	5/18	Residence Halls open
Su	5/18	Graduate Summer First Session begin
M	5/19	UG Full Summer classes begin
F	5/23	Undergraduate Add/Drop Ends 4:30 p.m. Eastern Time
M	5/26	Memorial Day: no day or evening classes
F	5/30	Graduate First Session Add/Drop Deadline 4:30 p.m. Eastern Time
F	5/30	Babson Monday (Grad School Only) school follow Monday class schedule, make up for 5/26, regularly scheduled Friday classes will also be meeting
M	6/16	Last Day to withdraw from a Summer First Session Graduate course 4:30 p.m. Eastern Time

Day	Date	Event
R	6/19	Juneteenth Holiday observed: no classes
F	6/20	Babson Thursday (Undergraduate and Graduate School): follow Thurs class schedule, make up for Thurs 6/19, regularly scheduled Friday classes will also be meeting
F	6/27	Last day to withdraw from an Undergraduate course 4:30 p.m. Eastern Time
F	6/27	Undergraduate Pass/Fail selection deadline for designated Full session courses 4:30 p.m. Eastern Time
R	7/3	Last Summer First Session Graduate class including Final Exams if applicable
F	7/4	Independence Day Holiday: no classes
Su	7/6	Graduate Summer Second Session courses begin
F	7/18	Graduate Second Session Add/Drop Deadline 4:30 p.m. Eastern Time
W	7/23	Last Undergraduate class
R-F	7/24-7/25	Undergraduate Finals
F	7/25	End of the Semester for Undergraduate Students
F	7/25	UG Residence Halls close
T	8/5	Last day to withdraw from a Summer Second Session Graduate course 4:30 p.m. Eastern Time
Sa	8/23	Last meeting for all Graduate Classes including Final Exams if Applicable. End of the semester

# Campuses

## Wellesley Campus

The Babson College main and residential campus is situated on 375 acres in Wellesley, Massachusetts. Engage with our entrepreneurial global community at popular hotspots of activity such as the Reynolds Campus Center, Horn Library, Carling-Sorenson Theater, Webster Athletics Center, Glavin Family Chapel, and the Babson Executive Conference Center. Babson has the look of a classic New England college, but here on our picturesque campus you'll find a bustling hub of action filled with diverse perspectives and groundbreaking ideas.

The College is comprised of academic and administrative buildings, dining spaces, residence halls, athletic and recreation facilities, and other community spaces including a Babson Executive Conference Center, Knight Auditorium, USPS Post Office, and Sorenson Center for the Arts. Academic buildings consist primarily of classrooms, resource centers, conference rooms, learning spaces, work areas, and faculty offices. Administrative buildings consist primarily of administrative and student services offices and conference rooms. Many buildings and facilities on campus are mixed-use.

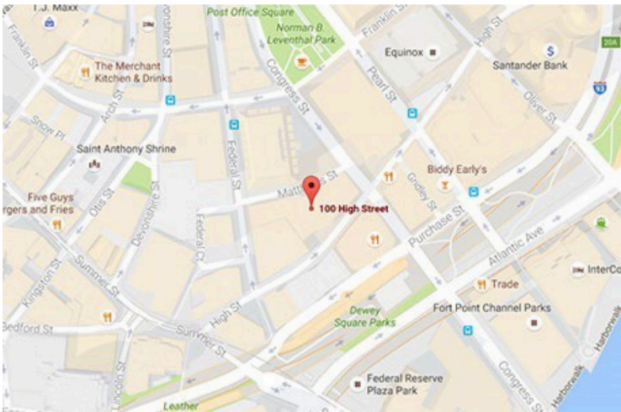
**Address:**  
Babson College  
231 Forest Street  
Babson Park  
Wellesley, MA 02457



## BABSON CAMPUS MAP

BUILDINGS			
48 Arthur M. Blank Center for Entrepreneurship	48 Institute for Social Innovation	26 Somers Center for the Arts	81 Parking Lot N - Nichols
53 Babson Executive Conference Center (BECC)	11 Keith Hall	5 Sullivan Building	82 Parking Lot F - Forest
21 Babson Hall	46 Kerry Murphy Healy Center for Health Innovation and Entrepreneurship (HMH Center)	46 Tancig Fand Franchise Institute	83 Parking Lot H - Hollister
68 Babson Skating Center	16 Kerry Murphy Healy Hall	7 Tancig Dining Hall, Roger's Pub, & Somers Visual Arts Center	84 Parking Lot P - Green/Woodland Hills
48 Bartlett Institute for Family Entrepreneurship	44 Knight Auditorium	84 Weissman Foundry	85 Parking Lot S - Sullivan
19 Boston Sports Club	24 Keeler Hall	40 Woodgate Hall	86 Parking Lot W - Woodland Hills
38 Bryant Hall	38 Len Green Recreational and Athletics Complex / Webster Center	70 Woodland Hill 1	87 Parking Lot Y - Bryant
10 Canfield Hall	47 Lukic Hall	71 Woodland Hill 2	88 Parking Lot L - Lunder Admission
4 Central Services	50 Lunder Undergraduate Admission Center at Mustard Hall	72 Woodland Hill 2A	
15 Coleman Hall	45 Malley Hall	73 Woodland Hill 3	
59 Crickshank Alumni Hall	81 Mandell Family Hall	74 Woodland Hill 4	
2 Forest Hall	13 McCullough Hall	75 Woodland Hill 5	
3 Forest Hall Annex	57 Milnes Hall	76 Woodland Hill 6	
48 Frank & Elvyn Center for Women's Entrepreneurial Leadership	60 Nichols Building	77 Woodland Hill 7	
46 Franklin W. Olin Graduate School of Business (Graduate Admission Center)	54 Park Manor Central	78 Woodland Hill 8	
23 Genter Hall	55 Park Manor North	79 Woodland Hill 9	
27 Gavin Family Chapel	53 Park Manor South	80 Woodland Hill 10	
33 Herring Family Entrepreneurial Leadership Village	82 Park Manor West & Leonard A. Schindler Innovation Center	81 Woodlands	
8 Hollister Building	14 Platz Hall		
28 Horn Computer Center	58 Post Office		
28 Horn Library, Babson Commons, & Stephen D. Cutler Center for Investments and Finance	6 Public Safety Building		
	56 Publishers Hall		
	12 Pinsky Hall		
	25 Reynolds Campus Center		

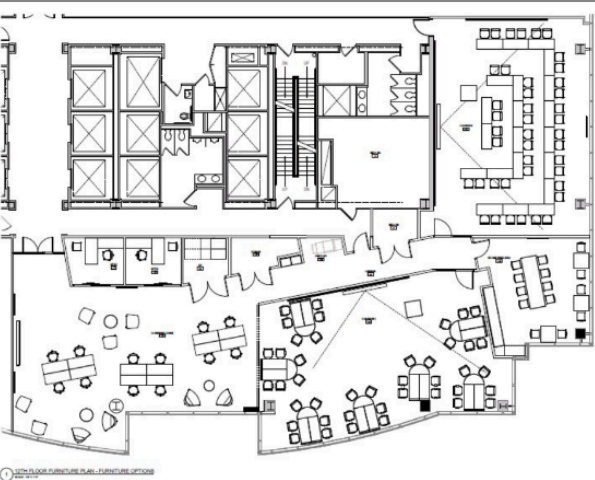
100 High Street  
First and 12th floors  
Boston, MA 02110



## 1st Floor Plan



## 12th Floor Plan



Square Footage:  
First Floor: 2214  
Twelfth Floor: 7188

# Boston Campus

Located at 100 High Street, the classroom and convening spaces are in-city complements to the main residential Babson campus in Wellesley, extending the ways in which our community can both strengthen and leverage the entrepreneurial ecosystem that is flourishing in the city of Boston. Our drop-in coworking space provides alumni with a place to network, brainstorm, and collaborate right in the heart of the financial district.

Babson Boston provides opportunities for students, alumni, faculty, staff, as well as corporate and nonprofit partners, to learn, gather, collaborate, and innovate through graduate-level courses, special programming, and networking events.

**Address:**  
Babson College

## Miami Campus

Discover Babson's world-renowned entrepreneurial education in the heart of downtown Miami, where success depends on your ability to think like an entrepreneur—whether you're launching a new venture, changing industries, or taking your organization to the next level.

Babson College's Miami location ("Babson Miami") is located at 1200 Brickell Avenue, Suite 300, in Brickell at the BB&T building. Babson occupies 5,424 square feet. This location provides Babson students and alumni with an ADA compliant, exclusive space that includes an auditorium-style classroom, a flexible space that converts into a flat classroom, the Babson Student Resource room, three conference rooms and a common area with a kitchen and coffee bar, providing students with a standardized experience in comparison to our other hub in Boston.

In terms of the student experience, Babson Miami allows access and amenities for our Blended MBA and Certificate in Advanced Management (CAM) students throughout the week and weekends. Students registered for Babson classes can use Babson Miami's space seven days a week, from 8:00 a.m. to midnight, through keycard access. Students can use the kitchen that is equipped with microwave, small refrigerator, and tables and chairs for informal dining or meetings. Students will also benefit from building amenities, such as 24/7 concierge, security, valet parking, parking garage and a café on the lobby level. Not to mention the proximity with the metro mover (station within a block), hotels (discounted rate with the East Hotel at Brickell City Center), banks and restaurants located in the Brickell area. The Babson Student Resource Room houses various texts that align with the Blended Learning MBA and Certificate in Advanced Management curriculum. Additionally, students will have access to a work station that houses a computer and telephone where students can connect directly to various staff at the Babson Wellesley campus for questions pertaining to Academic Advising, Student Financial Services, and the Center for Career Development.

Babson's administrative team is located at Babson Miami, occupying an office suite area that houses our Babson Miami Director, Admissions Specialist, and Administrative Assistant. Babson Miami is used during all of Babson's face to face class sessions in Miami.

### **Address:**

1200 Brickell Ave.  
Suite 300  
Miami, FL 33131

## Student Experience

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### Offices and Services

#### Glavin Office of International Education

Innovative international learning and professional development programs, services, and information for Babson students, faculty, and staff.

*Located in Hollister Hall*

#### Graduate Admissions

At the F.W. Olin Graduate School of Business, we are dedicated to providing an unparalleled graduate management education.

*Located in Olin Hall*

#### Graduate Center for Career Development

The Center for Career Development offers you both career advising and company outreach, and our relationship managers work within assigned industries to ensure you get valuable insights to help you pursue your professional goals.

*Located in Olin Hall*

#### Health Services

On-campus health care, health promotion, and wellness services for Babson students, covering both physical and emotional health issues.

*Located in Hollister Hall*

#### Horn Library

The Horn Library is a creative partner in the development and dissemination of knowledge that serves to connect ideas, people, and information across the Babson Community.

*Located in Horn Library*

#### Information Technology Services Department

ITSD delivers customized support of Babson's educational programs through support services, media services, project management, development, quality assurance, operations and security, blended and online learning and library support services.

*Located in Horn Library*

## International Student and Scholar Services

A central resource for international students and scholars advising individuals and the institution on F & J immigration regulations; providing support during the U.S. academic, social, and cultural adjustment process; and facilitating intercultural learning across campus.

*Located in Hollister Hall*

## Office of Graduate Academic Services

The Office of Graduate Academic Services is responsible for providing academic support and program management activities for all MBA, MS and certificate programs.

*Located in Olin Hall*

## Office of Graduate Life & Leadership

Cocurricular and student life activities for the Graduate School.

*Located in Olin Hall*

## Office of Belonging and Inclusion

The Office of Belonging & Inclusion seeks to enhance support, advocacy, education, and celebration of our intentionally diverse and increasingly intersectional student community.

*Located in Glavin Chapel*

## OneCard Office

The OneCard is your primary ID while on campus. It is also used for door access, meal plans, and as a debit card.

*Located in Reynolds Campus Center*

## Public Safety

Providing full police, EMT, and emergency support, as well as parking and traffic services, 24/7/365.

*Located in Public Safety Building*

## Registrar

Management of undergraduate and graduate records, registration, and certification processes, as well as transcript requests and other services.

*Located in Hollister Hall*

## Residence Education

The mission of Residence Education is to develop safe and inclusive undergraduate residential campus communities.

*Located in Reynolds Campus Center*

## Student Financial Services

Tuition and Financial aid, assistance with student accounts and payment options, loan/debt counseling, recommendations about financing options, and more.

*Located in Hollister Hall*

## Student Mail and Package Center

In-bound and out-bound student mail services.

*Located in Reynolds Campus Center*

## Title IX Office

Babson's Title IX Coordinator and campus partners provide students, staff and faculty with information, support, and options for responding to discrimination or harassment based on sex, gender, gender-identity or expression or sexual orientation.

*Located in Horn Library*

## Academic Support Centers

### Accessibility Services

The mission of Accessibility Services is to collaborate and empower students with disabilities to coordinate support services and programs that enable equal access to an education and college life.

Accessibility Services is responsible for evaluating and coordinating services for students with disabilities. Reasonable accommodations are determined after consultation with the student and thorough review of the student's medical documentation. Babson students requesting accommodations must register with the Department of Accessibility Services (DAS) and participate in an intake interview. Accessibility Services staff utilize an interactive review process to determine necessary accommodations. To register, students may submit an application via the Accessible Information Management (AIM) portal, along with appropriate documentation. Babson College is not responsible for ensuring academic accommodations for students who identify themselves only to faculty or staff, and not directly to Accessibility Services; nor are they responsible for those who identify themselves after the completion of academic requirements or projects.

For enrolled Babson College students, more information can be found regarding Accessibility Services policies and procedures on the Student Portal.

*Located in Park Manor West*

## Speech Center

The Speech Center provides communication skills training for the Babson community, helping undergraduate students, graduate students, faculty and staff develop effective communication skills. The Speech Center's professional speech consultants work one-on-one for 45 minute sessions and work with teams for 90 minute sessions, to help with harnessing nervous energy, developing confidence, and becoming skilled persuasive speakers. The Speech Center can work with class presentations (FME, BCAP, MCFE), TedTalks, and business pitches. Schedule an appointment to get started.

*Located in Horn Computer Center*

## Activities

### Clubs and Organizations

Beyond honing leadership skills and the ability to work collaboratively on a common goal, clubs and organizations at Babson are just plain fun. You can find out about all clubs during the annual Student Organization Fair.

### Fitness and Recreation

There are so many ways to stay active, including going for a run or walk around campus. Plus, you have free access to exercise, dance, martial arts classes, and more.

The Len Green Recreation and Athletics Complex is where you'll find the Staake Gymnasium with two full basketball courts and Lunder Fitness Center with all the free weights and machines you need to get in a good workout. If you prefer getting in your workouts in the water, Morse Swimming Center has free swim hours.

The Babson campus is also home to a variety of facilities, including eight hard tennis courts with lighting, softball field, rugby pitch, soccer field, baseball field, a turf field for lacrosse and field hockey, and a practice field.

Home to the Babson College hockey team, the Babson Skating Center offers skating classes, as well as public skate hours. Babson students skate free with their college ID. It's the ultimate spot to embrace winter weather or to cool down on a warm spring day.

## Arts

BabsonARTS offers a mix of performances, exhibitions, films, conversations, and more, allowing you to fuel your creative spirit and add your own voice to the conversation via the medium of your choice.

## Community

As an entrepreneurial leader, you can see the creative potential where others just see obstacles—no matter where your ambitions lie, from nonprofits to Fortune 500 firms, and everywhere in between. Through collaboration, inclusive leadership, and entrepreneurial thinking, the graduate student community creates value in more ways than one might think. Make connections and friends for life here.

## Campus Life

### Dining

From sit-down meals to grab-and-go options, dining at Babson is about ensuring you get food that tastes good, is good for you, and works with your schedule. Dining facilities include: Trim Dining Hall, Reynolds Campus Center, Roger's Pub & Grille, Centennial Café, and Olin Café.

### Student Spaces

**Reynolds Campus Center:** The Donald W. Reynolds Campus Center is home to the Campus Store, Sustainability Office, Student Government Association (SGA), and Campus Activities Board (CAB) offices, mail services, Crossroads Cafe, ATMs, and dining options.

**The Weissman Foundry:** A space for Babson, F.W. Olin College of Engineering, and Wellesley College students to create and collaborate, the Foundry is home to a woodshop, digital fabrication studio, printing studio, and a textile and electronics studio. This is where you can prototype a product or use studio space or the social kitchen to collaborate on your next big idea. You also can attend workshops to learn new skills.

**Horn Library & Babson Commons:** More than just a study space, Babson Commons at Horn Library has collaborative work spaces, information gathering areas, and a cafe for refueling. The entire third floor of the library is reserved for quiet study.

**Len Green Recreation and Athletics Complex:** Open 94+ hours per week during the academic year, the Len Green Recreation and Athletics Complex houses the Lunder Fitness Center with cardiovascular machines and free weights, a 200-meter indoor track, and squash and racquetball courts. Plus, as a student, you have free access to exercise, dance, and martial arts classes and

more. It is also home to Staae Gymnasium with two full basketball courts, Morse Swimming Center with a six-lane, 25-yard pool (with free swim hours!), and PepsiCo Pavilion with four basketball hoops, retractable batting cage, and inserts for tennis nets. However you want to work out, you'll find what you need to do it.

**Kerry Murphy Healey Park:** There are a lot of hidden gems on the Babson campus but arguably none as fascinating as the giant Babson World Globe. At 28-feet wide, the rotating earth is surrounded by 100 flags representing the countries of Babson students.

## Health and Wellness

### Religious and Spiritual Life

The Office of Religious & Spiritual Life (ORSL) fosters a community of belonging, learning and life formation at Babson and beyond. We empower students to cultivate and explore their religious and spiritual identities, while simultaneously sustaining their faith traditions.

Understanding the unique culture at Babson, we believe that a deep sense of self, a commitment to social responsibility, and interfaith and intercultural exchanges are imperative to students' success and spiritual well-being. Therefore we offer several weekly programs, connect with students one on one and partner with other offices to provide a well-rounded student experience.

ORSL thrives by meeting students wherever they are in their spiritual journeys and religious beliefs and encourages them to explore life's big questions. We also provide Chaplain care and support, and partner with several offices and departments to assist students to take advantage of religious meal plan accommodations.

*Located in Galvin Family Chapel*

### Counseling and Psychological Service (CAPS)

Counseling and Psychological Services (CAPS) offers free consultations, assessments, short-term biweekly counseling, and referrals for long-term counseling, all designed to empower you to thrive at Babson and beyond.

For the quickest way to help you book an appointment, please call 781-239-6200, option 1.

Active full-time Babson students are eligible. Students who are enrolled less than full-time are eligible for crisis and referral services. Due to professional licensing requirements, regular clinical services may be provided to students who are located in the state of Massachusetts at the time of service.

For students seeking weekly, more specialized, and/or intensive clinical services, off-campus referrals may be provided.

Your interactions with CAPS are confidential and not shared with anyone unless you provide written authorization, with some exceptions. Speak with a CAPS staff member to learn more.

*Located in Park Manor South Annex*

## Wellness and Prevention Services

Wellness & Prevention Services supports population-level health, wellbeing, and safety through an evidence-based, environmental, community-oriented, strategic prevention portfolio that is grounded in harm reduction, health promotion, peer education, and direct services.

*Located in Hollister Hall*

## Admission

### Application Requirements

#### Full-Time MBA (1-Year and 2-Year)

- Short answer questions
- One letter of professional recommendation (non-academic)
- Résumé
- Transcripts from all institutions, undergraduate and graduate
- Candidates may include an essay to provide additional pertinent information to the admissions committee (optional)
- Interview
- A \$100 application fee

#### Part-Time MBA (Flex and Online)

- Short answer questions
- One letter of professional recommendation (non-academic)
- Résumé
- Transcripts from all institutions, undergraduate and graduate
- Candidates may include an essay to provide additional pertinent information to the admissions committee (optional)
- Interview upon request from the admissions committee
- A \$100 application fee

#### Blended Learning MBA – Miami

- Short answer questions

- One letter of professional recommendation (non-academic)
- Résumé
- Transcripts from all institutions, undergraduate and graduate
- Candidates may include an essay to provide additional pertinent information to the admissions committee (optional)
- Interview
- A \$50 application fee

## Master of Science in Management in Entrepreneurial Leadership (MSEL)

- Short answer questions
- One letter of recommendation (professional or academic)
- Résumé
- Transcripts from all institutions, undergraduate and graduate
- Candidates may include an essay to provide additional pertinent information to the admissions committee (optional)
- A \$100 application fee
- Video interview: an invitation to complete your video interview will be sent once your application is submitted. Videos are due within 7 days of your application submission.

## Master of Science in Finance (MSF)

- Short answer questions
- One letter of recommendation (professional or academic)
- Résumé
- Transcripts from all institutions, undergraduate and graduate
- Candidates may include an essay to provide additional pertinent information to the admissions committee (optional)
- A \$100 application fee
- Video interview: an invitation to complete your video interview will be sent once your application is submitted. Videos are due within 7 days of your application submission.

## Master of Science in Business Analytics (MSBA)

- Short answer questions
- One recommendation letter (professional or academic)
- Résumé
- Transcripts from all institutions, undergraduate and graduate
- Candidates may include an essay to provide additional pertinent information to the admissions committee (optional)
- A \$100 application fee

- Video interview: an invitation to complete your video interview will be sent once your application is submitted. Videos are due within 7 days of your application submission.

## Certificate in Advanced Management (CAM)

- Short answer questions
- One letter of professional recommendation (non-academic)
- Résumé
- Transcripts from all institutions, undergraduate and graduate
- Candidates may include an essay to provide additional pertinent information to the admissions committee (optional)
- A \$100 application fee
- Interview upon request from the admissions committee

## Babson Graduate Alumni

The following items are required for CAM, MBA, MSF, or MSBA graduates or current graduate students applying for CAM or a second graduate degree program:

- Résumé
- Babson transcripts
- Interview

All alumni with a bachelor's or a master's degree from Babson are eligible for the Lifelong Learner Grant when admitted into a graduate degree program or an open enrollment executive education program. Alumni also are eligible for an application fee waiver. Reach out to Graduate Admissions to have your application fee waived.

## Application Dates and Deadlines

### One-Year MBA

#### Summer (May 2025) Enrollment

Round	Application Deadline	Decision Available
1	September 9, 2024	Early October
2	October 21, 2024	Mid-December
3	January 13, 2025	End of February
4	March 27, 2025	Rolling as space available
<b>Rolling Admissions*</b>		Rolling as space available

*International applicants who require a new student visa are strongly encouraged to apply by Round 3.*

*\*Rolling admissions means that we continue to accept and review applications until the program is filled to capacity. Please contact Graduate Admissions if you are unsure about when to apply.*

## Two-Year MBA

### Fall Enrollment

Round	Application Deadline	Decision Available
1	October 21, 2024	Mid-December
2	January 13, 2025	Mid-March
3	March 27, 2025	Early May
4	May 7, 2025	Early June
5	June 1, 2025	Rolling as space available
Rolling Admissions*		Rolling as space available

International applicants who require a new student visa are strongly encouraged to apply by Round 3.

*\*Rolling admissions means that we continue to accept and review applications until the program is filled to capacity. Please contact Graduate Admissions if you are unsure about when to apply.*

## Part-Time MBA

Babson offers three entry points to the Part-Time MBA program. Class start dates for each and their associated deadlines, if applicable, are listed below:

**Spring:** January

**Summer:** May

**Fall:** September

Entry Term	Round	Application Deadline
Fall 2024	1	May 15
	2	June 12
	3	August 5
Spring 2025	1	September 9
	2	November 15
	3	January 10
Summer 2025	1	February 5
	2	April 9
	3	May 9
Fall 2025	1	May 28
	2	July 2
	3	August 13

## Blended Learning MBA – Miami

### Fall Enrollment

Round	Application Deadline	Decision Available
1	October 21, 2024	Mid-December
2	January 13, 2025	Mid-March

Round	Application Deadline	Decision Available
3	March 27, 2025	Early May
4	May 7, 2025	Early June
5	June 1, 2025	Rolling as space available
Rolling Admissions*		Rolling as space available

International applicants who require a new student visa are encouraged to apply by Round 3.

*\*Rolling admissions means that we continue to accept and review applications until the program is filled to capacity. Please contact Graduate Admissions if you are unsure about when to apply.*

## Master of Science in Management in Entrepreneurial Leadership (MSEL)

### Fall Enrollment

Round	Application Deadline	Decision Available
1	October 21, 2024	Mid-December
2	January 13, 2025	Mid-March
3	March 27, 2025	Early May
4	May 7, 2025	Early June
5	June 1, 2025	Rolling as space available
Rolling Admissions*		Rolling as space available

International applicants who require a new student visa are strongly encouraged to apply by Round 3.

*\*Rolling admissions means that we continue to accept and review applications until the program is filled to capacity. Please contact Graduate Admissions if you are unsure about when to apply.*

## Master of Science in Finance (MSF)

### Fall Enrollment

Round	Application Deadline	Decision Available
1	October 21, 2024	Mid-December
2	January 13, 2025	Mid-March
3	March 27, 2025	Early May
4	May 7, 2025	Early June
5	June 1, 2025	Rolling as space available
Rolling Admissions*		Rolling as space available

International applicants who require a new student visa are strongly encouraged to apply by Round 3.

*\*Rolling admissions means that we continue to accept and review applications until the program is filled to capacity. Please contact Graduate Admissions if you are unsure about when to apply.*

# Master of Science in Business Analytics (MSBA)

## Fall Enrollment

Round	Application Deadline	Decision Available
1	October 21, 2024	Mid-December
2	January 13, 2025	Mid-March
3	March 27, 2025	Early May
4	May 7, 2025	Early June
5	June 1, 2025	Rolling as space available
Rolling Admissions*		Rolling as space available

International applicants who require a new student visa are strongly encouraged to apply by Round 3.

\*Rolling admissions means that we continue to accept and review applications until the program is filled to capacity. Please contact Graduate Admissions if you are unsure about when to apply.

## Certificate in Advanced Management (CAM)

Babson offers three entry points to the Certificate in Advanced Management (CAM) program. Class start dates for each and their associated deadlines, if applicable, are listed below:

**Spring:** January  
**Summer:** May  
**Fall:** September

Entry Term	Round	Application Deadline
Fall 2024	1	May 15
	2	June 12
	3	August 5
Spring 2025	1	September 9
	2	November 15
	3	January 10
Summer 2025	1	February 5
	2	April 9
	3	May 9
Fall 2025	1	May 28
	2	July 2
	3	August 13

## Test Policy

Due to constraints brought on by the COVID-19 pandemic, we will continue our test-optional policy for the GMAT/GRE for all graduate applicants with a 2025 program entry. That said, you are welcome to submit a test score, and we'll be happy to consider it as part of your application review.

Please note that quantitative and academic readiness is a large component of any graduate business program, and applicants who have minimal quantitative experience may want to submit a test score to help showcase their quantitative aptitude.

## International Applicants

We're pleased you're considering joining our global community of entrepreneurial leaders and are here to make your application journey as smooth as possible. From TOEFL scores to transcripts, feel confident that you'll have guidance on everything you need throughout your application process. Our team of expert advisors in Admissions and International Student & Scholar Services (ISSS) can guide you through each step.

## International English Language Test Scores

As an international student, you may need to provide your English language test scores as part of your application to Babson.

## Exemptions

If any of the statements below apply to you, you may be eligible for an English language test waiver. If so, you will simply select your waiver reason on your application, and it will be verified by the Graduate Admissions team.

- Your native language is English
- Your previous degree was outside the U.S. but only taught in English
- The official language of your country of citizenship is English
- You've been working in the U.S. full-time for at least two consecutive years in the past ten years prior to submitting your application

## Minimum Scores & School Codes

The table below provides clear information on recommended minimum scores and school codes to use when sending your scores to Babson.

Column 1	Recommended Minimum Score	Information and Registration Forms
TOEFL (iBT)	100	ETS – Babson's ETS reporting code: 3075
TOEFL Essentials	11	ETS – Babson's ETS reporting code: 3075
IELTS	7.5	IELTS
PTE	65	PTE 65 Pearson – Babson's Pearson program code: WFS-5T-20
Duolingo English Test	130	Duolingo

## Transcript Details

When you apply to Babson, you'll submit transcripts from your previous programs. If your transcripts aren't in English, they'll need to be translated before submission. Note that you need the equivalent of a U.S. bachelor's degree.

If you are admitted and choose to enroll at Babson, official documents that include degree earned and date conferred are required to complete your admissions file prior to starting your graduate program. Carefully review the requirements for each program below.

### Full-Time MBA

Official transcript(s) are required. If your undergraduate degree was granted outside the U.S., U.K., or Canada, you'll need to provide an equivalency evaluation of your degree. Babson recommends you do this through World Education Services Inc., Educational Credential Evaluators Inc., or International Education Research Foundation.

### Part-Time MBA, Blended Learning MBA-Miami and Certificate in Advanced Management

Official transcript(s) are required. If your transcripts are not in English, you'll need to provide an official translation of your transcripts.

### Specialized Master's (MSBA, MSEL, MSF)

Official transcript(s) are required. If your transcripts are not in English, official translated copies of transcripts are required. If you recently graduated and your degree has not yet been conferred, we can accept an official provisional degree certificate AND a university issued final transcript to complete your admissions file.

## F-1/J-1 Immigration Status

As a degree-seeking student, once you have received your acceptance to Babson, paid your deposit, and have an active Babson email, you can begin the process to request your immigration documents (issued about four months from the start date of your program). You will use these documents to apply for the appropriate visa.

Most international students studying full time are eligible for F-1 immigration status. The International Student & Scholar Services (ISSS) team can help you decide which status is right for you. A variety of resources will assist you as you apply for your student visa and prepare to come to the U.S.

### Key Differences Between F-1 & J-1

#### F-1 STATUS

F-1 is the most common and recommended visa status for international students in the U.S. in full-time degree programs. Students admitted to a program with a full-time courseload are eligible for F-1 status. Funding may come from personal and/or outside sources.

Note: The Blended Learning MBA – Miami meets the requirements of a F-1 visa eligible program.

#### J-1 STATUS

Students admitted to a program with a full-time courseload are eligible for J-1 status only if they **meet one of the following five criteria** at any time during their educational program in the United States:

- You or your program are financed directly or indirectly by the U.S. Government, your home government, or an international organization of which the United States is a member
- The exchange program is carried out pursuant to an agreement between the U.S. and a foreign government
- The exchange program is carried out pursuant to a written agreement between:
  - An American and foreign educational institution
  - An American educational institution and a foreign government
  - A U.S. state or local government and a foreign government
- You are supported substantially (at least 51% of total program expenses) by source(s) other than personal or family funds

## Continuing Your U.S. Education

Looking to continue your education in the U.S.? If you've been accepted to Babson and are coming directly from another U.S. institution (as a recent graduate or active OPT student), you will need your immigration record transferred to Babson.

Alternatively, if you are a recent Babson graduate or in an active period of OPT following your completion of a Babson degree program and wish to pursue another degree at Babson (for example, a Certificate in Advanced Management student beginning the MBA program, or an undergraduate student pursuing a specialized master's degree), you may qualify for a change of education level or program.

Either of these situations are intended to preserve an F-1 international student's immigration record, allowing them to keep using their F-1 visa and/or not have to depart the U.S. between programs. A new Babson Form I-20 is still required and ISSS will advise students further, based on individual situations.

# Financial Policies and Information

## Tuition and Fees

Below is our tuition rates for the 2024–2025 academic year. Graduate tuition rates are set annually by Babson College's Board of Trustees.

### One-Year MBA

<b>TUITION COSTS FOR THE FULL PROGRAM: MAY 2024–MAY 2025</b>
\$89,550

### Two-Year MBA

<b>TUITION COSTS FOR THE FULL PROGRAM: SEPTEMBER 2023–MAY 2025</b>
First-year tuition (2024–2025): \$71,564
Second-year tuition (2025–2026): \$41,790†
<b>Total tuition for program: \$113,354†</b>

†Tentative rate; assumes standard progression through the program.

Note: The first-year tuition is a flat rate for up to 12 credits each term, you will be charged \$1,990 per credit for each additional credit. For the second year, it's based on the number of remaining credits needed to complete the program. Current second-year tuition (2024–2025) is \$1,990 per credit.

### Part-Time/Online MBA

<b>TUITION COSTS: FALL 2024–SUMMER 2025</b>
Tuition (per credit) for students entering prior to summer 2017: \$1,820
Tuition (per credit) for students entering summer 2017 and later: \$1,990

### Blended Learning MBA – Miami

<b>TUITION COSTS: FALL 2024–SUMMER 2025</b>
Tuition (per credit) for students entering fall 2024: \$1,990

### Master of Science in Management in Entrepreneurial Leadership (MSEL)

<b>TUITION COSTS: FALL 2024–SUMMER 2025</b>
Tuition (per credit): \$1,820
Global Experience Program fee: \$4,000*

\*required mandatory fee for all MSEL students

### Master of Science in Advanced Entrepreneurial Leadership (MSAEL)

<b>TUITION COSTS: FALL 2024–SUMMER 2025</b>
Tuition (per credit): \$1,820

For current students only. This program is not currently accepting applications.

### Master of Science in Finance (MSF)

<b>TUITION COSTS: FALL 2024–SUMMER 2025</b>
Tuition (per credit): \$1,820

### Master of Science in Business Analytics (MSBA)

<b>TUITION COSTS: FALL 2024–SUMMER 2025</b>
Tuition (per credit): \$1,820

### Certificate in Advanced Management (CAM)

<b>TUITION COSTS: FALL 2024–SUMMER 2025</b>
Tuition (per credit): \$1,990

## Policies

Tuition and fee rates are set by the Babson College Board of Trustees for each academic year.

Graduate students may be charged on a per-credit or flat-rate basis, depending on the academic program.

## Additional Charges

### Health Insurance

<b>CURRENT 2024–2025 RATES</b>
Two-Year MBA, Part-Time/Online MBA, and MS Programs Health Insurance*: \$2,722
One-Year MBA Health Insurance*: \$3,336

\*Students registered full-time or three-quarter time are required by Massachusetts law to carry health insurance. The College contracts with University Health Plans to provide coverage through Blue Cross Blue Shield. Optional dental insurance and vision insurance plans also are available. Students covered under another health plan that meets Massachusetts requirements may waive participation in the Babson College Plan. Students with coverage from

insurance carriers outside the United States or coverage by non-U.S. national health service programs may not waive participation.

## International Education Abroad

Typical cost ranges are listed below. For additional information on specific Elective and Semester Abroad opportunities, visit the Glavin Office of International Education.

	Elective Abroad	Semester Abroad
Length of Program	1–2 weeks	12–15 weeks
Number of MBA credits	3	12–15 weeks
Program Fee	\$1,800–\$3,200	\$0
Airfare	\$800–\$1,800	\$1,000–\$2,000
Housing	Included in program fee	\$3,000–\$5,000
Food	\$500–\$600	\$1,600–\$2,300
Local transportation	Included in program fee	\$200–\$600
Personal	\$200–\$400	\$2,000–\$2,900
Total (not including tuition)	\$3,300–\$6,000	\$7,800–\$12,800

Tuition for Electives and Semester Abroad is in addition to these cost estimates and is billed on a per-credit basis as with other electives.

## Living Expenses

### Estimated Costs: Fall 2024-Spring 2025

Item	Cost
Off-Campus Housing* (avg.)	\$15,574
Food (avg.)	\$7,426
Books and Supplies (avg.)	\$80/credit
Personal (avg.)	\$2,982
Federal Direct Loan Fees (avg.)	\$218
Transportation (avg.)	\$2,308
Total Living Expenses	\$28,508 (plus books depending on anticipated credits)

\*The only housing option available to graduate students is off campus. This housing average is representative of costs across all Babson locations.

### 2024–2025 Miscellaneous Expenses

Returned Payment Fee: \$50

Late Payment Fee: \$200

Babson OneCard Replacement: \$20

Payment for miscellaneous expenses is due 10 days after notification unless otherwise indicated. These charges vary and can include vehicle registration, parking tickets, library fines, and pharmacy charges

## Billing and Payments

### Billing Procedures

Students are notified via email before each payment deadline. Student account information and balances due are available online through Workday. Although the FW. Olin Graduate School of Business at Babson College recognizes that many graduate students receive financial aid or monetary assistance from third parties, the ultimate responsibility for satisfying all financial obligations rests with the student.

Please note that failure to receive notification of a payment deadline does not eliminate payment obligations or prevent late payment penalties.

Tuition charges are generated from information provided by the registrar. Contact the Registrar’s Office (with any questions about the courses for which one is registered and being charged. Information about withdrawing from courses and the resultant tuition adjustments is available in the section titled Course Changes.

Admission enrollment deposits are non-refundable after 3 business days.

Payment for miscellaneous charges is typically due 10 days after the charges have been posted. Questions about any of the charges listed below should be directed to the appropriate office:

Charge	Office
Motor vehicle registration and parking violation charges:	Public Safety
One Card replacement:	Public Safety
Prescription and lab charges:	Health Services
Unreturned book/damage charges:	Horn Library
Webster Center equipment:	Athletics

Babson charges a \$50 fee if a payment made from a checking or savings account cannot be processed because of insufficient funds or incorrect information.

### Deadlines

#### One-Year MBA

PAYMENT DEADLINES
Summer 2024: May 1

<b>PAYMENT DEADLINES</b>
Fall 2024: August 9
Spring 2025: January 10

## Two-Year MBA

<b>PAYMENT DEADLINES (INCOMING STUDENTS)</b>
Summer 2024: May 1
Fall 2024: August 1
Spring 2025: January 4

<b>PAYMENT (RETURNING STUDENTS)</b>
Summer 2024: May 1
Fall 2024: August 9
Spring 2025: January 4

## Part Time/Online MBA

<b>PAYMENT DEADLINES</b>
Summer 2024: May 1
Fall 2024: August 9
Spring 2025: January 10

## Blended Learning MBA—Miami

<b>PAYMENT DEADLINES</b>
Summer 2024: May 1
Fall 2024: August 1
Spring 2025: January 2

## Master of Science In Management In Entrepreneurial Leadership (MSEL)

<b>PAYMENT DEADLINES</b>
Summer 2024: May 1
Fall 2024: August 9
Spring 2025: January 2

## Master of Science In Advanced Entrepreneurial Leadership (MSAEL)

<b>PAYMENT DEADLINES</b>
Summer 2024: May 1
Fall 2024: August 9
Spring 2025: January 2

## Master of Science In Finance (MSF)

<b>PAYMENT DEADLINES</b>
Summer 2024: May 1
Fall 2024: August 9
Spring 2025: January 10

## Master of Science In Business Analytics (MSBA)

<b>PAYMENT DEADLINES</b>
Summer 2024: May 1
Fall 2024: August 9
Spring 2025: January 10

## Certificate in Advanced Management (CAM)

<b>PAYMENT DEADLINES</b>
Summer 2024: May 1
Fall 2024: August 9
Spring 2025: January 2

## Payment Options

All student account information is online only; paper bills are not mailed.

Students receive billing notification via e-mail to their Babson e-mail address. Students may view their accounts online, and print a PDF version of their statement, in Workday under the finances icon.

## By Mail

You can send checks and money orders to Student Financial Services. Please make payable to Babson College, and mail to:

Student Financial Services  
Babson College  
231 Forest Street  
Babson Park, MA 02457-0310

## Pay Online

Pay online in Workday Finances using a U.S. checking/savings account or credit card. Students may pay with MasterCard, Amex, Visa or Discover through Nelnet, and will be assessed a convenience fee.

## In Person

We accept checks and money orders in person at Student Financial Services.

## Monthly Payment Plan

Nelnet allows students to split their academic term costs into convenient monthly payments for a small enrollment fee. Students, and designated Third Parties, can enroll through Workday Finances.

Nelnet Payment Plan term payments take place during:

Semester	Dates
Fall	August–November
Spring	December–March
Summer	May–July

## Third-Party Payments

Any third party who will guarantee payment direct to Babson College upon receipt of invoice and without any conditions (such as a minimum grade requirement), should submit a new purchase order or authorization to Babson in lieu of payment by each semester's payment deadline.

## Wire Transfers

Babson College has partnered with Flywire to streamline the tuition payment process for our students. With Flywire, you are able to pay in your home currency (in most cases) and are offered favorable foreign exchange rates, which may enable you to save a significant amount of money compared to traditional banks.

## Returned Payments

A non-waivable service fee of \$50 will be charged to a student's account for each check or e-check returned by the bank for any reason. You will receive an e-mail notice regarding the returned payment. The e-mail will include instructions for clearing the returned payment. Babson College reserves the right to require that all future payments be made by certified check or bank check.

## Extended Payment Plan for Company-sponsored Students

**(available to students enrolled in the Part-Time Online MBA, Part-Time Flex MBA, or Certificate in Advanced Management programs)**

This plan is designed for Part-Time Online MBA, Part-Time Flex MBA, and Certificate in Advanced Management students whose companies reimburse the student directly once the course work is completed. Students can defer two-thirds of the tuition payment until after the end of the semester, provided they guarantee the extended payment amount with either Visa or MasterCard. Please note that one-third of the balance is due on the payment due date as well as a per-

semester application fee of \$45. Students need to enroll in the Company Sponsored Extended Payment plan each semester through the Workday Finances Icon, then click on "set up a Payment Plan."

## Late Payment Penalties

A \$200 late payment fee will be charged to any student who has not met the semester payment deadline. Also, the F.W. Olin Graduate School of Business will hold academic transcripts, hold diplomas, prohibit registration for a subsequent semester, and prohibit participation in Commencement exercises for any student who has an outstanding balance owed to the College. Unpaid accounts will be referred for collection action, with the fees of any collection agency, which may be based on a percentage at a maximum of 33 1/3 percent of the debt, and all costs and expenses, including reasonable attorneys' fees, to be borne by the student. Students who wish to appeal a late payment penalty must do so in writing to Student Financial Services within 10 days of notification that the penalty has been imposed.

## Returned Checks/ePayments

A non-waivable service fee of \$50 will be charged to a student's account for each payment returned by the bank due to insufficient funds. When notified of a returned check, students have three business days to submit to Student Financial Services a certified check or bank check in the amount due, including the service fee. In a case where there are returned checks, the College reserves the right to require that all future payments be made by certified check or bank check.

## Manage Your Account

You can use Workday to complete many account management tasks.

Under the Finances icon you can:

- View your student account online
- Submit payment or set up a payment plan
- Complete the required enrollment (or waiver) of Student Health Insurance.
- Request a refund

## Setting up a Third Party Proxy

In the Student Profile you can:

- Set up a Third Party Proxy - A Third Party Proxy is a parent, guardian, or anyone else that the student designates to have online access to their Student Financial Services (SFS) information and make payments.

## Avoiding Late Payment Penalties

Students who have not settled their accounts by the semester payment due date will be charged a \$200 late fee, denied course registration and add/drop privileges, and may be withdrawn from courses and lose college housing for the period of the housing contract. More detail about late payment penalties can be found in the Undergraduate Student Handbook and Graduate Student Handbook, including information about account holds and fees on accounts referred for collection. While Babson recognizes that many students receive financial aid or monetary assistance from third parties, the ultimate responsibility for satisfying all financial obligations rests with the student.

## Changing Your Meal Plan

You may change your meal plan online through the end of the add/drop period through Housing Self-Service. After the end of the add/drop period, you may increase your meal plan online through Housing Self-Service. No decreases are accepted after the end of the add/drop period.

## Requesting a Refund

A credit balance (which will appear on your student account in parentheses, as a negative number) means you have excess funds on your account. You can leave these funds on your account for the next semester, or request to have them refunded. Refund requests are processed by SFS after the add/drop period has ended, and after financial aid and loan funds have been disbursed onto your account. Students who have federal Title IV student aid disbursements in an amount that exceeds the costs of tuition, mandatory semester fees, and any room and board charged by Babson will automatically have the amount of the Title IV credit balance refunded by check to their mailing address.

## Book Voucher

If you have financial aid or loans that exceed billed charges at Babson, you may use these funds to purchase your course materials for the semester. At the Babson Campus Store online checkout, select Financial Aid/Scholarship under Alternate Forms of Payment, and enter your Babson College Student ID for the Account Number.

## Setting up a Payment Plan

If it would work better for you to spread the payments out over a number of months rather than making a single lump sum payment each semester, go to Workday Finances to set up a payment plan.

## Claiming Education Tax Credits

Students who have paid qualified tuition/fees for higher education may be eligible for certain tax benefits under the U.S. tax code. Babson reports the qualified tuition/fees that have been billed to U.S. citizens/permanent residents to the IRS each calendar year, and on 1098-T forms that are sent to students by the end of January each year. Your Social Security Number (or Tax Identification Number) is required for this process; if you have not already provided your Social Security Number to Babson please do so by submitting the information to Student Financial Services using IRS Form W9S.

If you are an international student who would like a 1098-T issued to you, please make sure Student Financial Services has your Social Security Number on file.

The best information about the tax benefits, including who qualifies and how to claim the benefits, is available in the IRS Publication 970: Tax Benefits for Higher Education). The IRS form needed to claim the American Opportunity (Hope)/Lifetime Learning Tax Credits is Form 8863: Education Credits.

## Understanding California STRF

California residents who pay for tuition in a California-based program are required to be assessed a state fee for the California Student Tuition Recovery Fund (STRF). For Babson students, the STRF applies to California residents enrolling in the San Francisco Blended Learning MBA Program and those attending the San Francisco Babson Undergraduate Semester.

The purpose of STRF is to relieve or mitigate economic losses suffered by California residents enrolled in California-based educational programs in the event of a school closure. Effective January 1, 2015, the STRF assessment rate is zero (\$0) per \$1,000 of institutional charges. The STRF rate is subject to change based upon the balance in the State of California Student Tuition Recovery Fund. If and when the assessment rate increases, Babson will charge and collect the assessment from qualifying students for each period of enrollment.

For more information about the California STRF, including how to file a claim in the event of school closure, go to the California Bureau for Private Postsecondary Education Student Tuition Recovery Fund page.

# Refund Policies

## Refunds of Credit Balances

Students who wish to have credit balances refunded to them should submit refund requests online through Workday. Starting at the end of the add/drop period,

requests for credit balance refunds received by Tuesday at noon generally will be refunded on Thursday by 2:00 p.m. Refunds are not issued during the add/drop period. Also, refunds are not issued based on financial aid which is pending but not yet disbursed. Refund checks are made payable to the student unless otherwise requested. Students who have federal Title IV student aid disbursements (from the Federal Direct or Grad PLUS Programs) in an amount that exceeds the costs of tuition, mandatory semester fees, and any room and board charged by Babson, will automatically have the amount of the Title IV credit balance refunded by check to their mailing address.

## Refund Advances

If an emergency arises for which students need assistance or an advance on forthcoming loan funds, they should contact Student Financial Services. Requests should be made only for unanticipated expenses and may not be used to pay for tuition or fees.

# Financial Aid

## Application Procedures

All U.S. citizens and permanent residents are encouraged to apply for financial aid by completing the Free Application for Federal Student Aid (FAFSA). Federal student loans are available to students enrolled half time\* or more. Students must apply for financial aid each year.

\*Note: CAM students enrolled in 4.5 or more credits are considered to be enrolled half time.

To apply, submit the Free Application for Federal Student Aid (FAFSA), available online on the FAFSA website. List Babson College, Babson Park, MA, in the school listing section of the FAFSA. Babson's Title IV School Code is 002121. Babson recommends selecting the option to use the IRS Data Retrieval Process.

Additional documents may be requested to complete the verification of the financial aid application.

## Deadlines

**Incoming Students:** Use your admission application deadline for the FAFSA and all scholarship materials.

**Returning Students:** We recommend that you complete these steps by April 15.

## Awards

Babson College graduate students have the opportunity to apply for additional grants and need-based or special criteria scholarships.

## Babson Alumni Lifelong Learner Grant

All alumni with a bachelor's or a master's degree from Babson are eligible for the 20% grant on tuition when admitted into a graduate degree program—no separate application is required.

## Canadian Scholarship

The Canadian Scholarship is a need-based scholarship that is awarded to Canadian citizens, with preference to students who attended McGill University. Apply by completing a College Scholarship Service PROFILE form online.

## FUNED Scholars (Mexican Nationals) Scholarship Opportunities

Babson College, in partnership with the Fundación Mexicana Para La Educación (FUNED), offers up to two \$10,000 scholarships annually to selected incoming MBA students who are Mexican nationals.

There is no separate application for the FUNED Scholarship at Babson; Mexican nationals will be considered based on their admission application materials. Scholarship recipients will be notified at the time of admission. Recipients in the Two-Year MBA program who continue in good academic standing will have the FUNED Scholarship renewed for their second academic year at Babson.

## Loan Opportunities

The agreement also provides the opportunity for incoming MBA and MS students to apply for a loan from FUNED covering up to 40% of the total educational cost, not to exceed \$20,000 for one year and \$40,000 for two years.

Students interested in learning more about scholarship and loan options with FUNED can learn more at [www.funedx.org](http://www.funedx.org).

## Wellesley and Needham Town Scholarships (Residents & Graduates)

This scholarship is for students who are residents of Wellesley or Needham, Massachusetts, or who are graduates of Wellesley or Needham high schools. An additional application to the respective town's Board of Selectmen is required. For the Needham Town Scholarship, you will need to complete the application found on the town website.

## Yellow Ribbon Scholarships (U.S. Veterans)

Established by the Post-9/11 GI Bill®, the Yellow Ribbon Program provides veterans with supplemental education funding, beyond the basic benefits, by matching

contributions made by a participating college or university. Qualifying students at Babson will receive an annual \$20,000 Yellow Ribbon Scholarship, \$10,000 of which is funded by Babson and matched by \$10,000 from the Veterans Administration.

Candidates should send a copy of the VA Certificate of Eligibility to Babson's VA certifying official in Veteran Benefits at the Registrar's Office. The limited number of scholarships are awarded on a first-come, first-served basis.

*GI Bill® is a registered trademark of the U.S. Department of Veterans Affairs (VA). More information about education benefits offered by VA is available at the official U.S. government website at <https://www.benefits.va.gov/gibill>.*

## **MBA Need-Based Scholarships**

MBA students with demonstrated financial need are eligible for several scholarships that are only open to students who are nearing completion of their program and will graduate in the year they apply. The application process takes place annually in September, with additional information provided to students from the Student Financial Services team. Below is a list of the awards typically available.

### **Consideration Criteria**

Preference in selection will be given to students who will graduate this academic year and who have not previously received a merit award at the time of admission to Babson.

Other factors used to evaluate scholarship candidates will include: academic accomplishments, involvement in the graduate school community, financial need, and level of educational loan debt.

### **Nonprofit/Developing Country Work**

#### **MBA CLASS OF 2001 ENDOWED SCHOLARSHIP**

This scholarship was made possible through the generosity of the MBA Class of 2001. The scholarship is awarded to a continuing student who has done work in a developing country or non-profit organization.

### **Second-Year Students in Two-Year MBA**

#### **MBA CLASS OF 2002 ENDOWED SCHOLARSHIP**

This scholarship was made possible through the generosity of the Two-Year MBA Class of 2002. Their successful fundraising effort led to the creation of an endowed fund designed to assist second year students in the Two-Year program experiencing financial difficulty.

### **Students from the Southern U.S.**

#### **DONALD M. GALLY SCHOLARSHIP**

This endowed scholarship fund was a gift from the estate

of the late Donald M. Gally '27. The scholarship is awarded based on financial need with preference given to students from southern U.S. states.

### **Women in Mid-Career**

#### **ELIZABETH LITTLE BODMAN SCHOLARSHIP**

This endowed scholarship fund was established in memory of Elizabeth L. Bodman MBA'76, former Babson trustee. The scholarship is designed to provide assistance to undergraduate and graduate women who are furthering their education in mid-career.

### **Students from Europe**

#### **EUROPEAN ENDOWED SCHOLARSHIP**

One scholarship from this endowed fund is awarded each year to a European MBA student studying at Babson.

### **Women with Entrepreneurial Experience**

#### **THE KATHERINE SAYARE SCHOLARSHIP FOR WOMEN IN BUSINESS**

This award provides need-based assistance for graduate women from the U.S. with preference given to female students with entrepreneurial experience.

### **Full-Time Student Leaders**

#### **STUDENT LEADERSHIP SCHOLARSHIP**

This GSC-sponsored scholarship will be given to a full-time student who has demonstrated leadership in graduate school activities that strengthen community and enhance the lives of graduate students.

### **International Students**

#### **WERTHEIMER INTERNATIONAL SCHOLARSHIP**

Named in memory of Robert G. Wertheimer, former Professor of Economics at Babson, this scholarship is awarded to an international MBA student with financial need.

## **Loans**

### **Loan Programs**

We strongly recommend that all U.S. citizens and permanent residents of the U.S. apply for federal student loans first before pursuing any other loan option. You must be enrolled at least half time\* to qualify for federal student loans. Please read Babson Loan Policy Statement.

\*Note: CAM students enrolled in 4.5 or more credits are considered to be enrolled half time.

## **Federal Student Loans (U.S. Citizens & Permanent Residents)**

### **FEDERAL DIRECT LOAN PROGRAM FEDERAL**

The Federal Direct Loan is the most widely available student loan for U.S. citizens and permanent residents of the U.S. Students are eligible to borrow up to \$20,500 per year through this program.

### **DIRECT GRADUATE PLUS LOANS**

Federal Direct Graduate PLUS Loans are student loans for U.S. citizens and permanent residents of the U.S. to cover educational expenses that are not covered by other loans or financial aid. The maximum loan amount is determined by your cost of attendance, less any other financial aid you receive from other sources.

### **How to Apply**

To be considered for a federal student loan, you must complete the FAFSA. Based on your application, you will receive a financial aid offer that may include student loans.

To be eligible for a loan, students must remain enrolled at least half time,\* in 6 or more credits

### **Interest Rates and Fees**

You can find details about interest rates and federal loan fees on the Federal Student Aid website.

### **Loan Repayment**

The Standard Repayment term extends up to 10 years, with deferments available during unemployment, economic hardship, or continued education.

### **Interest Accrual**

Interest begins accruing at the time of the loan disbursement. Students can elect to pay the interest while in school or have it capitalized into a repayment schedule that starts six months after they leave school.

### **Loan Disbursement**

Loan funds are issued in two disbursements each year, typically timed to coincide with the start of each semester. Students are notified via email each time Federal Direct Loan funds are credited to their account

### **Additional Loans and Lenders**

For students who need financing beyond what is available through the federal student loan programs, we offer a list of recommended loans and lenders.

We use the following criteria in developing our list of recommended loans and lenders:

- Loan terms and cost to borrower
- Borrower benefits

- Differentiated options (fixed rate versus variable rate loans, for-profit versus nonprofit organizations, regional versus national lenders)

### **RECOMMENDED LOANS AND LENDERS**

*You are in no way limited to loans/lenders on our list of options. Babson will process a loan from any lender, and it is your right to apply for loans through the lender of your choice.*

### **Loans for International Students**

Student loans are available to international students with a credit-worthy U.S. citizen or Permanent Resident co-applicant.

### **Loan Options**

We have a list of recommended loans and lenders. Additional financing options for international graduate students may be available from MPOWER Financing, or Prodigy Finance.

# Veterans Benefits and Transition Act of 2018

As part of the Veterans Benefits and Transition Act of 2018, section 3679 of title 38, the following policies apply to any individual ("covered individual") who is entitled to educational assistance under Chapter 31, Veteran Readiness and Employment, or Chapter 33, Post-9/11 GI Bill® benefits.

- The College will permit any covered individual to attend or participate in the course of education during the period beginning on the date on which the individual provides to the College a certificate of eligibility for entitlement to educational assistance under Chapter 31 or 33 (a "certificate of eligibility" can also include a "Statement of Benefits" obtained from the Department of Veterans Affairs' (VA) website – eBenefits, or a VAF 28-1905 form for Chapter 31 authorization purposes) and ending on the earlier of the following dates:
  - The date on which payment from VA is made to the College.
  - 90 days after the date the College certified tuition and fees following the receipt of the certificate of eligibility.
- The College will not impose any penalty, including the assessment of late fees, the denial of access to classes, libraries, or other institutional facilities, or the requirement that a covered individual borrow additional funds, on any covered individual because of the individual's inability to meet his or her financial obligations to the College due to the delayed disbursement funding from VA under Chapter 31 or 33.
- The College may request or require Chapter 31 and Chapter 33 students to take the following actions:
  1. Submit a certificate of eligibility for entitlement to educational assistance no later than the first day of a course of education.
  2. Submit a written request to use such entitlement.
  3. Provide additional information necessary to the proper certification of enrollment by the College.
  4. Additional payment may be required or a fee may be imposed for the amount that is the difference between the amount of the student's financial obligation and the amount of the VA education benefit disbursement.

*"GI Bill® is a registered trademark of the U.S. Department of Veterans Affairs (VA). More information about education benefits offered by VA is available at the official U.S. government Web site at <https://www.benefits.va.gov/gibill>."*

# Academic Policies and Information

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## Academic Standards

### Satisfactory Academic Progress

After each semester and module, the Academic Standards Committee (ASC) reviews the standing of all students whose cumulative GPA is below 2.80, who receive a failing grade or an incomplete grade in a course, or who receive a deliverable and/or course grade adjustment due to ineffective teamwork or failure to demonstrate collaborative teamwork. The ASC may in its discretion dismiss or issue a warning to any student in these cases. The ASC in its discretion may also mandate that a student take additional course work during the elective portion of the program to prove proficiency in the areas where the faculty has determined the student has not mastered the core skills. The committee will determine the criteria and conditions for continued study in all instances and communicate these in writing to the student. In all cases, students are responsible for the additional costs associated with taking additional courses.

**Dismissal Policy:** The decision to dismiss a student can occur at any time in the course of their studies if it is the consensus of the ASC in its discretion that continued study is not advisable. Students have the right to pursue one appeal of the dismissal decision of the ASC to the Graduate School Associate Dean of Programs, whose decision is final. If a student is dismissed, the degree will not be awarded. Contact the Office of Graduate Academic Services for details.

## Attendance Policy

### Class Attendance

Faculty may and often do include class participation as a significant component in calculating a student's course grade. Therefore, students should plan to attend all class sessions, whether in person or virtual, to avoid repercussions up to and including failing the course. It is the student's responsibility to notify the faculty before being absent unless the student is physically unable to do so (e.g. due to extreme illness or accident). Please note that the graduate school does not offer excused absences. Rather, notification of an absence fosters communication and respect between students and faculty. Students are still responsible for any consequences associated with missing class time. Students who may need to miss more than one class session, whether for illness or personal

circumstances, are advised to meet with an academic advisor in Graduate Academic Services to determine their options which may include taking a Leave of Absence. Please see the Examinations and Grades section for policies related to attendance for final exams.

### **Blended Learning Miami program and Blended Learning format courses:**

Attendance at all Face-to-Face sessions in Blended Learning format courses is required. Students facing unexpected and/or extenuating circumstances may request to miss a Face-to-Face session in cases by contacting the Office of Graduate Academic Services. Students should plan their schedules carefully as conflicts such as having an appointment during class time are not approved absences. Students are further advised that even when approved, absences will often result in significant make-up work as well as a reduced class participation grade as the Face-to-Face session is integral to successful completion of Blended Learning format courses. Students who find themselves needing to miss a Face-to-Face session are strongly advised to seek guidance from an academic advisor as soon as possible. Not all situations will merit an approved absence and in some cases students may be better served by taking a Leave of Absence.

## **Religious Observance**

Babson College welcomes and values people and their perspectives and respects the interests of all members of the community. Babson recognizes the breadth of religious observance among students, faculty, and staff and the potential for conflict with scheduled components of the academic experience. Students are expected to review their syllabi and notify faculty within two weeks of the course's start of potential conflicts between course requirements and religious observances. In such an event, the instructor will provide reasonable accommodations that do not unduly disadvantage the student.

### **Massachusetts General Laws Chapter 151C, Section 2B:**

"Any student in an educational or vocational training institution, other than a religious or denominational educational or vocational training institution, who is unable, because of his religious beliefs, to attend classes or to participate in any examination, study, or work requirement on a particular day shall be excused from any such examination or study or work requirement, and shall be provided with an opportunity to make up such examination, study, or work requirement that he may have missed because of such absence on any particular day; provided, however, that such makeup examination or work shall not create an unreasonable burden upon such school. No fees of any kind shall be charged by the institution for making available to the said student such

opportunity. No adverse or prejudicial effects shall result to any student because of his availing himself of the provisions of this section."

## **Cancellation of Classes**

Members of the college's Crisis Response Team have developed a plan to monitor and address potential inclement weather providing for the safety and security of members of the Babson community. With over 85% of our undergraduate students living on campus, the College generally remains open during inclement weather. In rare circumstances, the College determines school closure or delay based on 1. State of Emergency declared by the Governor and/or 2. Severe weather conditions that make it difficult to keep the campus roads and parking lots cleared. Since safety is the College's highest priority, students are advised to exercise their own judgment regarding traveling to campus during inclement weather and to communicate directly with their professors about specific issues regarding travel. Staff and faculty are also advised to exercise their own judgment regarding traveling to work or remaining at home and some may choose to schedule class through WebEx or other available systems during inclement weather.

Courses that are taught in either a wholly online or Blended Learning format will not be cancelled but will move to an alternative delivery format. This includes closures that occur during a F2F session. In these circumstances students are expected to be available from the safety of their home, hotel, or office for Virtual Classroom sessions which will be conducted in lieu of the in-person F2F. If the campus is closed students may not come to campus. Students are expected to follow the instructions of Babson staff who will email updates and directions in the event of a campus closure.

During inclement weather, members of the Babson community can obtain updates regarding advisories and the status of College operations by accessing the Babson homepage, INFO phone line 781-2394636, the Emergency Preparedness page of the Babson website, and local news and radio channels (WBZ/Channel 4/WBZ 1030 AM, WHDH/Channel 7/WRKO 680 AM, WCVB/Channel 5, WFXT/Fox 25).

## **Grading**

### **Grading System**

The F.W. Olin Graduate School of Business at Babson College uses one grading system for all programs. The official grades and their numerical values are:

- **A:** 4.00
- **A-:** 3.67

- **B+:** 3.33
- **B:** 3.00
- **B-:** 2.67
- **C+:** 2.33
- **C:** 2.00
- **C-:** 1.67
- **F:** 0.00

## Incomplete Grades

A status of "Incomplete" ("I") may be given to a student only when there is documented evidence of a valid reason for failure to complete the work required in a course (e.g., sickness, death in family). Students who receive an "I" must consult with the instructor to determine the work required to remove the "I." Faculty may administer makeup examinations for this purpose. The instructor will submit the new grade to the Registrar's Office after the student has fulfilled all course requirements.

An "I" must be cleared (by taking a makeup exam or submitting missing work) before the last class of the next semester in which the student is registered. If the student is not registered in the semester after the "I" is recorded, the student will have either 12 calendar months or until the end of the next semester for which they are registered, whichever occurs first, to resolve the "I." Incomplete courses that fulfill prerequisites for the following semester must be completed 72 hours before the end of the add/drop period. This earlier deadline provides faculty time to grade the outstanding work or exam and submit the final grades to the Registrar's Office before the end of add/drop. Students who do not make up incomplete work within the specified time period will receive the instructor's final grade based on normal course requirements, with a numerical value of "0" calculated into the final grade for all items that remain incomplete.

## Failing Grades

Students must earn passing grades in all required courses. If a grade of "F" is earned in a required course, that course must be repeated. If a grade of "F" is earned in an elective course, the student must either repeat the course or successfully pass another elective. In any case where a student receives an "F," the original "F" grade and any subsequent passing grade are both factored into the student's cumulative GPA. The original "F" grade will remain on the student's transcript.

MBA students who complete all course requirements with a GPA below 2.80 may be permitted to take up to 6 additional credits to raise it at the discretion of the Academic Standards Committee. MS students may be permitted to take MBA elective courses (up to 6 credits) to raise their GPA with the approval of the Academic

Standards Committee. If the student fails to raise their GPA to 2.80, the degree will not be awarded. In all cases, students are responsible for the additional costs associated with taking these courses.

## Certificates

In the CAM program, if a grade of "F" is earned in any course the student will be dismissed from the College and the certificate will not be awarded.

## Makeup of Failed Course

Students must earn passing grades in all required courses. If a grade of "F" is earned in a required course, that course must be repeated. If a grade of "F" is earned in an elective course, the student must either repeat the course or successfully pass another elective. In any case where a student receives an "F," the original "F" grade and any subsequent passing grade are both factored into the student's cumulative GPA. The original "F" grade will remain on the student's transcript. MBA students who complete all course requirements with a GPA below 2.80 may be permitted to take up to 4.5 additional credits to raise it at the discretion of the Academic Standards Committee. MS students may be permitted to take MBA elective courses (up to 3 credits) to raise their GPA with the approval of the Academic Standards Committee. If the student fails to raise their GPA to 2.80, the degree will not be awarded. In all cases, students are responsible for the additional costs associated with taking these courses.

## Grade Disputes

Requests for a review of a grade in any course, regardless if a final exam was given or not, must be presented to the faculty member before the last day of classes of the fall or spring semester immediately following the semester in which the grade was earned. This policy applies to all students regardless of the student's status in the following semester. Please note a different policy applies to Incomplete grades.

The following procedure should be followed in a grade dispute:

1. The student should first contact the faculty member(s) involved to discuss the matter. The purpose of the meeting is to check the accuracy of the grading process (confirming how the final grade was determined and the percentage of each deliverable in the final grade; and catching errors, if any, in the faculty grade sheets) and for the student to learn about their inadequacies and strong points. This procedure does not require the professor and student to agree on the final result. The obligation is simply to help the student understand the faculty's process in determining the grade.

2. If the issue is not resolved, the student should then contact the respective division chair and file a written appeal explaining the student's position. The division chair will consider the appeal and issue a decision with reasonable promptness.
3. If the issue remains unresolved, the student should then appeal to the Associate Dean of Programs, whose decision is final and not subject to appeal.

## Concentrations

MBA Students may declare a concentration once they are registered for the first semester at Babson. If declaring a concentration it must be declared by the stated deadline in the student's final semester. MBA students may declare up to two concentrations but can only double count 3 credits across the two concentrations. Concentrations are not degree requirements and students will not be able to delay their graduation due to outstanding concentration requirements. Concentrations are not printed on diplomas. Concentrations may not be retroactively declared post-graduation. Additional details of the MBA concentrations, including declaration deadlines, can be found on the Student Hub.

## Learning Goals

The F.W. Olin Graduate School of Business has established learning goals for each program.

### MBA Learning Goals

Babson College prepares graduate students to be entrepreneurial leaders. Our curriculum builds **functional depth with integrative ability through classroom, experiential and project-based learning**. In the classroom, across campus, and in the wider world, our students experience this within our framework of entrepreneurial thought and action. Through increased self-awareness, expanded mindsets, and refined skillsets, graduates will apply what they have learned and developed to address the greatest challenges of business and society today including innovation, growth, integrated sustainability, and globalization. They achieve this by starting new ventures or contributing to established organizations. The Babson student experience is guided by learning goals.

Graduates will be able to do the following:

- **Collaboration:** Collaborate with and learn from others to accomplish a common goal or create an original work.

- **Communication:** Develop and express ideas strategically, through written, oral, and visual formats, to a specific audience for a desired purpose.
- **Leadership:** Lead people to work towards shared goals with consideration of the ethical implications of their actions.
- **Problem-Solving:** Analyze and assess ideas and data to make decisions and recommendations appropriate to situations and stakeholders.

### MSEL (MSM in Entrepreneurial Leadership) Learning Goals

- **Entrepreneurial Thinking and Acting:** Babson MSEL graduates create, identify, assess, shape, and act on opportunities in a variety of contexts and organizations.
- **Social, Environmental, and Economic Responsibility:** Babson MSEL graduates make decisions based on an awareness of relevant stakeholders, ethical considerations, and an attempt to create and sustain social, environmental, and economic value.
- **Self and Contextual Awareness:** Babson MSEL graduates understand their sense of purpose, identity, and context, and use this understanding to inform their decisions.
- **Managing in a Global Environment:** Babson MSEL graduates incorporate social, political and economic context and complexities when managing in a global environment.
- **Leadership and Teamwork:** Babson MSEL graduates exercise appropriate leadership, value diverse perspectives and skills, and work collaboratively to accomplish organizational goals in a changing environment.
- **Innovative Problem Solving:** Babson MSEL graduates develop creative solutions to challenging problems, and generate economic and socially valuable outcomes.

### MSAEL (MS in Advanced Entrepreneurial Leadership) Learning Goals

- **Creative Design Thinking:** Challenge assumptions and solve problems through an iterative, human-focused process.
- **Enhanced Emotional Intelligence:** Strengthen your ability to mobilize and enlist others to lead effectively.
- **Managing Disruption:** Navigate uncertainty by mastering an agile mindset and learning how and when to pivot.
- **Performance Measurement to Articulate Impact:** Illustrate ideas and tell stories using data to ensure sustainable, quantifiable financial performance.

- **Strategic Problem Formulation:** Pinpoint the problem and structure your analysis to lay the groundwork for entrepreneurial action.

## MSF (MS in Finance) Learning Goals

- **Technical Skills in Finance:** Babson MSF graduates are proficient in applying quantitative methods and financial analysis techniques in a variety of contexts. These include statistical analysis of financial and economic data; valuing corporate investment decisions; valuing firms; and valuing a variety of financial instruments including equities, fixed income, and derivative securities.
- **Complex Financial Problem Solving:** Babson MSF graduates appreciate the ambiguity that surrounds the most interesting business and financial problems. They are adept at extracting salient issues from a complex problem, identifying appropriate analytical techniques, applying judgment, and proposing well-reasoned recommendations.
- **Ethical and Professional Standards:** Babson MSF graduates are prepared to recognize and respond to ethical issues that arise in the financial profession and financial practice. They also understand professional standards in financial fields, and how these may vary.

## MSBA (MS in Business Analytics) Learning Goals

- **Enterprise Strategy:** Babson MS in Business Analytics graduates understand the role that advanced analytical techniques can play in the successful achievement of the goals and strategies of an organization. They understand the strengths and limitations of various analytical approaches as well as the social, ethical, environmental, and sustainability consequences of strategic decisions.
- **Tools and Methods:** Babson MS in Business Analytics graduates integrate tools and analytic methods to maximize the value of data in the organizational context. They can select appropriate tools and interpretive methods to ensure that each organizational challenge is addressed using the right approach at the right time.
- **Entrepreneurial Thinking and Acting:** Babson MS in Business Analytics graduates understand and appreciate the complexities of business and social problems. With solid training in technical and communication skills, they are prepared to design and execute innovative and creative solutions based on data analytics in a variety of contexts and organizations.
- **Communication Skills:** Babson MS in Business Analytics graduates are proficient communicators of insights derived from data. They can understand the results from advanced analytical techniques and summarize them appropriately for a variety of

different audiences. They can make a logical, clear, and persuasive case for or against the value of using analytics in a particular business situation.

- **Teamwork and Collaboration:** Babson MS in Business Analytics graduates value diverse perspectives and skills within a team and work collaboratively in analytics projects.

Babson assesses these desired student learning goals as part of its commitment to continual program improvement. The assessment of these learning goals will take place periodically within identified courses in each program. The data collected will be completely anonymous and will have no impact on student grades. Aggregated results will be used for program planning and accreditation purposes within the F.W. Olin Graduate School of Business and Babson College, and may be included in institutional research analyses and reports. Further information about the learning goals and assessments may be obtained from the Assistant Dean of the graduate school or the director of Institutional Assessment.

## Examinations

### Attendance, Absence, or Conflicts

Instructors will choose if they would like to give a final exam, final project, or other final deliverable. If a final exam is given, it will take place during the last class meeting. Please refer to the course syllabus for more information about the final exam or deliverable. Permission to miss a final exam must be obtained before the exam, from the Office of Graduate Academic Services and the faculty member, in cases with extenuating circumstances.

Such extenuating circumstances include, but are not limited to:

- serious illness supported by a doctor's certification
- death in the immediate family
- observance of a religious holiday (see *Religious Observance* for more)

The following are **not** considered extenuating circumstances:

- oversleeping,
- travel
- disabled vehicles, or
- misunderstanding the schedule

A student who has two exams scheduled at the same time or more than six hours of exams scheduled for one day may arrange for a revision of their schedule by contacting the Registrar's Office and completing the

Final Exam Conflict form. The Final Exam Conflict form must be turned in to the Registrar's Office no later than one week before the final exam period begins.

## Exam Accommodations

To ensure exam accommodations can be arranged in a timely manner, students must discuss exam arrangements with the faculty at the start of each course. If determined that the student will not take the exam with faculty, the student and faculty should work with DAS to make exam arrangements. Accessibility Services will coordinate exam logistics with student, faculty, and Graduate Academic Services.

The exam structure will vary depending on the Graduate program and the preference of the faculty.

- Online Exam: The faculty will provide students approved for exam accommodations the extra time online. If faculty have questions about how to set up the "extra time exam" on Canvas, faculty should call the Faculty Support line at 781-239-5400.
- On-campus Exam: The faculty may make exam arrangements privately with the student; or, the faculty and the student may ask Accessibility Services to coordinate exam accommodations. These requests must be submitted at the start of the course to ensure exam arrangements in a timely manner.

## Transfer of Credit

### Advanced Standing Credit

Advanced Standing Credit (ASC) is credit for courses taken at another institution prior to applying to and being accepted at Babson College. Not all courses will be accepted for ASC. ASC will be reviewed during the application process and students will be notified at the time of acceptance by Graduate Admissions of any course that has been approved for ASC. Students must resolve all questions about advanced standing credit with Graduate Admissions during their first semester at Babson. Should a student's request for advanced standing credit be denied or requested after their first semester, the student will be required to successfully complete the course at Babson. Students cannot take courses for which they have received advanced standing credit without first obtaining approval from the Office of Graduate Academic Services. In those rare cases in which approval is given, the advanced standing credit will be rescinded, whereby the previously granted credit hours are removed from the student's transcript. Policies for specific programs are outlined below.

### Policy for the Part-time MBA Program

**The following information on advanced standing credit applies only to the Part-time MBA program.** To receive advanced standing credit, the student must have earned a grade of "B" or better from a nationally or regionally accredited college or university in the United States, or in a comparable international program, within five years of entering the Part-time MBA program.

### Policy for the Full-time MBA Programs

**The following information on advanced standing credit applied only the Full-time MBA programs.** In rare circumstances, students may request prior academic coursework be applied to the elective requirements of the One Year or Two Year MBA program pending approval from the faculty director and the Office of Graduate Admissions. To receive advanced standing credit, the student must have earned a grade of "B" or better from a nationally or regionally accredited college or university in the United States or in a comparable international program within five years of entering the Full-time MBA program. When approved, credit will only be awarded for electives; no credit will be awarded for core requirements which must be completed at Babson College with the entering cohort.

### Policy for Masters of Science in Business Analytics (MSBA) Program

**The following information on advanced standing credit applies only to the MSBA program.** In rare circumstances, students may request prior academic coursework be applied to the MSBA program pending approval from the faculty director and Office of Graduate Admissions. The maximum amount of advanced standing credit that MSBA students may be granted is 6 credits. Advanced standing credit for MSBA elective courses is determined by equivalent graduate course work and based upon approval from Graduate Admissions and the MSBA faculty director. To receive advanced standing credit, the student must have earned a grade of "B" or better from a nationally or regionally accredited college or university in the United States or in a comparable international program within two years of entering the MSBA program.

### Policy for Masters of Science in Finance (MSF) Program

**The following information on advanced standing credit applies only to the MSF program.**

In rare circumstances, students may request prior academic coursework be applied to the MSF program pending approval from the faculty director and the Office of Graduate Admissions. The maximum amount of advanced standing credit that MSF students may be granted is 6 credits. To receive advanced standing credit,

the student must have earned a grade of "B" or better from a nationally or regionally accredited college or university in the United States or in a comparable international program within two years of entering the MSF program.

### Policy for Certificate Program

**The following information on advanced standing credit applies only to the Certificate program.** Certificate students are not eligible to receive advanced standing credit. Students who have completed equivalent undergraduate or graduate coursework and earned a grade of "B" or better from a nationally or regionally accredited college or university within the last 5 years, and/or have passed the CPA, CFA, or CMA exam may be eligible to receive a waiver in order to meet prerequisite requirements. Students who have passed the CPA, CFA, or CMA will need to submit a copy of their exam results to Graduate Admissions.

### Post-Matriculation Transfer Credit

Graduate students are expected to complete all degree requirements in residence at Babson. Transfer credit for courses taken elsewhere after matriculation will be granted only in cases in which a student relocates (making the commuting distance to Babson impossible), or in certain other rare situations deemed appropriate by the Office of Graduate Academic Services at its discretion. Students wishing to apply for PMTC should be sure they have not previously used up their maximum transfer credit via ASC, BEC, TIO, etc. Please note: **students enrolled in the Certificate of Advanced Management Program are not permitted to transfer in credit post-matriculation.**

Post-matriculation transfer credit for elective courses may be granted only for those offered in a graduate-level degree-granting program comparable to AACSB-accredited or EQUIS-accredited schools, where the courses are substantially dissimilar in content to Babson elective courses, when a grade of "B" or better has been earned, and the Office of Graduate Academic Services has received the official transcript. The Office of Graduate Academic Services will coordinate with the appropriate division to determine approval of post-matriculation transfer credit requests. Exceptions to this policy may be made in rare circumstances by appeal to the Associate Dean of Programs.

**All requests for approval to undertake coursework for post-matriculation transfer credit must be submitted to the Office of Graduate Academic Services and approved in writing before registering at another institution.** Note, the acceptance of credits or degrees earned at Babson for transfer credit to another institution is at the discretion of the transfer institution.

### Policy for the Full-time MBA Programs

The maximum post-matriculation transfer credit that may be granted to students in the One-Year and Two-Year MBA programs is 12 elective credits, provided the student has completed the core.

### Policy for the Part-time MBA Program

The maximum post-matriculation transfer credit that may be granted to Part-time MBA students is 12 credits, provided the student has met the minimum residency requirement of completing at least half of the total degree requirements of the Part-time MBA program at Babson.

### Policy for the MSEL Program

Students in the MSEL Program are not allowed to apply for post-matriculation transfer credit unless approved in advance by the MSEL Faculty Director for courses required to demonstrate academic competency.

### Policy for Masters of Science in Finance (MSF) Program

The maximum post-matriculation transfer credit that may be granted to MSF students is 6 credits, provided the student has met the minimum residency requirement (MSF Core) of the MSF program. The combination of advanced standing credit and post-matriculation transfer credit may not exceed 6 credits.

### Policy for Masters of Science in Business Analytics (MSBA) Program

The maximum post-matriculation transfer credit that may be granted to MSBA students is 6 credits, provided the student has met the minimum residency requirement (MSBA Core) of the MSBA program. The combination of advanced standing credit and post-matriculation transfer credit may not exceed 6 credits.

### Waiver Exam Policies

#### Policy for the Part-time MBA Program

**The following information on waiver exams applies only to the Part-time MBA program. Waiver**

**examinations:** Students may receive credit for certain core courses by passing a waiver examination. All waiver exams must be completed prior to enrolling in a course for which it is a prerequisite. Waiver exams are pass/fail. Grades are not awarded for passing waiver exams and will not appear on the students'

academic record. Students have one opportunity to sit for a waiver exam. If the student fails the exam they must

subsequently complete the course. For more detailed information on the waiver examination process, please visit the Waiver Exams page on the Student Portal.

Waiver exams are offered for the following courses: ACC7800, MKT7800, QTM7800, OIM7800, and FIN7800.

## Policy for the Certificate of Advanced Management Program

**The following information on waiver exams applies only to the Certificate of Advanced Management program.**

Students may prove content competency for certain core courses by passing a waiver exam. By passing a waiver exam, students become eligible to register for upper level electives for which the waiver exam course is a prerequisite. Waiver exams are pass/fail. Credits and grades are not awarded for passing waiver exams and will not appear on the students' academic record for the CAM program. All waiver exams must be completed in the student's first semester of the program. If a student has missed the waiver exam deadline but would like their situation to be considered for approval, they must contact the Office of Graduate Academic Services to review the request with an academic advisor. Waiver exams are not available for elective courses.

If a CAM student passes a waiver exam and later decides to enroll in the Part-time MBA program, the waiver exam credit will be applied towards the Part-time MBA degree. Waiver exam credit is valid for up to 5 years. Waiver exams may be offered for the following courses: ACC7800, MKT7800, QTM7800, OIM7800, and FIN7800.

## Second Degree Policy And Babson Earned Credit

**Neither enrollment in, nor completion of, a previous Babson credential guarantees admission into a future Babson graduate certificate or degree program.** Students who have successfully completed a prior Babson graduate-level credential and are accepted into a second graduate degree program may be granted Babson Earned Credit (BEC) according to the below guidelines. No credit will be given for core requirements in the One Year MBA, Two Year MBA, or Blended Learning Miami MBA programs. Students may not transfer MBA or MS credits to the CAM, however CAM credits may be applied to MBA or MS degrees (see details below).

Credits will be denoted on the student's transcript with an asterisk and grades from previous credentials will not be calculated into the GPA.

**In no circumstance may a student apply more than the total credit limit.** The credit limits listed below are inclusive of ASC, BEC, TIO, PMTC, and waiver exams as applicable to the specific program. For example, if a

student in the Part-time MBA program comes in with 18 credits of ASC and BEC they are not eligible to sit for waiver exams nor are they eligible to apply for PMTC.

**Credits earned at Babson College may be applied to up to two Babson credentials.** For example, a student who completes the Certificate of Advanced Management and earns 9 credits may subsequently apply the credits to the MBA. The student may not then apply those same credits a third time to one of the MS degrees. Students considering a second or third credential are strongly encouraged to discuss their academic plans with the Office of Graduate Academic Services prior to enrollment.

## Applying CAM credits to the MSF or MSBA

Students who earn the Certificate of Advanced Management and are accepted into either the MSF or MSBA program may bring in up to 12 Babson Earned Credits to the selected MS degree provided the specific courses apply to the selected degree and the credits have been earned within five years of starting the new degree program. Neither enrollment in nor completion of the Babson graduate certificate guarantees admission into a future Babson graduate degree program. Credits will be denoted on the student's transcript with an asterisk and grades from previous credentials will not be calculated into the GPA.

## Applying CAM credits to the MBA

Students who earn the Certificate of Advanced Management and are accepted into either the One Year, Two Year, or Part-time MBA program may bring in up to 18 Babson Earned Credits to the MBA provided the specific courses apply to the selected degree and the credits have been earned within five years of starting the new degree program. Neither enrollment in nor completion of the Babson graduate certificate guarantees admission into a future Babson graduate degree program. Credits will be denoted on the student's transcript with an asterisk and grades from previous credentials will not be calculated into the GPA.

## Applying MBA credits to the MSF or MSBA

Students who earn a degree in either the One Year, Two Year, or Part-time MBA program and are accepted into either the MSF or MSBA program may bring in up to 15 Babson Earned Credits to the MS degree provided the specific courses apply to the selected degree and that the credits have been earned within seven years of starting the new degree program. Neither enrollment in nor completion of the MBA guarantees admission into a future Babson graduate degree program. Credits will be denoted on the student's transcript with an asterisk and grades from previous credentials will not be calculated into the GPA.

## Applying MSF or MSBA credits to the MBA

Students who earn a degree in either the MSF or MSBA program and are accepted into either the One Year, Two Year, or Part-time MBA program may bring in up to 22.5 Babson Earned Credits to the MBA as elective credit provided that the credits have been earned within seven years of starting the new degree program. Neither enrollment in nor completion of the MSF or MSBA program guarantees admission into a future Babson graduate degree program. Credits will be denoted on the student's transcript with an asterisk and grades from previous credentials will not be calculated into the GPA.

## Applying Non-Degree credits toward a future degree

Graduate credits completed with a grade of "B" or better in a Babson non-degree course (such as Test It Out/TIO) may be applied as elective credit toward the Part-time MBA, MSBA, MSAEL, or CAM as long as the credits have been earned within the next two program start terms for the new certificate, MS, or MBA program and the course is approved for the specific program. Non-degree credits may not exceed 3 elective credits. Neither enrollment in nor completion of a non-degree course guarantees admission into a future Babson graduate certificate or degree program. Credits will be denoted on the student's transcript with an asterisk and grades from previous credentials will not be calculated into the GPA.

## Applying MSAEL Credits toward a future degree

Graduate credits completed with a passing grade in the Babson MSAEL degree may be applied as elective credit towards a future Babson MBA degree as long as the credits have been earned within seven years of starting the new degree program and the course is approved for the specific program. Neither enrollment in nor completion of the MSAEL program guarantees admission to a future Babson graduate degree program. Credits will be denoted on the student's transcript with an asterisk and grades from previous credentials will not be calculated into the GPA.

## Applying graduate credits earned while enrolled as a Babson undergraduate student toward a future credential

Graduate credits completed with a passing grade while the student is enrolled as a Babson undergraduate student may be applied toward a future Babson credential as long as the credits have been earned within seven years of starting the new degree program. Neither enrollment in nor completion of Babson graduate courses guarantees admission into a future Babson credential. Credits will be denoted on the student's transcript with an asterisk and grades from previous credentials will not be calculated into the GPA.

# Course Selection and Registration

## Course Listing

Students can view all information about course offerings by accessing the Course Listing found under the Academic section on the Workday. Clicking on a course title displays the course description. The Course Listing automatically updates whenever a change is made. Students can check the availability of courses at any time to see the number of students enrolled in a particular course and the maximum allowed.

## Registration

Students, with the exception of MSEL, MSAEL, and Blended Learning Miami students, register for courses through Workday. All active graduate students receive, via Babson email, registration information and dates to access Workday registration. MSEL, MSAEL, and Blended Learning Miami students will be enrolled by the Registrar's Office.

- Entering One-Year and Two-Year students will be enrolled in their assigned module sections by the Registrar's Office before the start of their first semester.
- MSBA and MSF students will be enrolled by the Registrar's office for all their core courses
- Elective registration for all programs will be available online via Workday.

For tuition payment information, refer to the Tuition, Fees, Payment Policies, and Financial Aid section of this handbook.

## Course Changes

Course changes to electives and Part-time MBA core may be made during registration and through the add/drop period. Students may not make course or schedule changes in the MSEL, MSAEL, and Blended Learning Miami MBA program, the One Year and Two Year MBA core, MSBA, or MSF core. Students in these programs should contact Graduate Academic Services for additional information on the impacts of schedule changes to their course of study.

## Deadlines for Adding or Dropping from Courses

Students may add or drop courses from their schedule without a financial or academic penalty up to the end of the add/drop period with the exception of students in cohort-based programs as noted above. The add/drop period runs for approximately ten days at the start of each semester unless otherwise noted. The specific dates are posted on the Academic Calendar for each semester

and session. Students are strongly advised to review the add/drop deadline carefully and are advised to make all schedule changes prior to this deadline. After the end of add/drop students may only withdraw from courses and be subject to academic and/or financial consequences. There are no exceptions to this policy or the deadline.

### Deadlines for Withdrawing from Courses

After the end of the add/drop period students may withdraw from a course. Withdrawing from a course will result in a W on the student's transcript. Additionally, some or all tuition will be forfeit. Ceasing to attend class does not constitute an official withdrawal. Students ceasing class attendance after the last date to withdraw will receive a final grade based on the normal course requirements, with a numerical value of "O" calculated into the final grade for all course requirements not completed. Students must officially withdraw from a course before the withdrawal date in order to avoid consequences up to and including failing the course. The Academic Calendar lists the withdrawal dates for all first, second, and full session courses.

Students who withdraw from a course can no longer attend or participate in that course and will be removed from the Canvas site. In the event the College suspends or dismisses a student, tuition and other charges will be calculated in the same manner as for students withdrawing.

Students with any questions about their status in the FW. Olin Graduate School of Business should contact the Office of Graduate Academic Services, Ext. 4474. .

### Schedule Confirmation

Students may view their course schedules, grades, or other options by clicking the academic icon in Workday. Schedule confirmations are not mailed to students.

### Online Electives

With the exception of residents of the State of Florida, domestic students in the part-time MBA program may choose to complete 100% of their electives online.

International students enrolled in fulltime programs are eligible to enroll in up to 3 credits (or 1 course) per semester in a blended or online course.

### Semester Course Load

Effective spring 2017, full-time enrollment in the Certificate of Advanced Management program consists of at least 9 credits per semester.

Part-time students may take 1 to 12 credits per semester. The average is 6 credits.

Full-Time students in the One-Year and Two-Year MBA programs take at least 12 credits per semester, with the exception of their final semester when they may take fewer depending upon the total remaining to graduate.

Students who want to take more than a standard full-time course load must obtain written permission from the Office of Graduate Academic Services before registering for the additional course(s). See chart below for program specific credit information:

Program	Number of credits to complete the program	Number of credits per semester to be considered full-time*
Certificate of Advanced Management	9 to 15	9
Part-time MBA	45	12
Blended Learning MBA - Miami	46	12
One Year MBA	45	12
Two Year MBA	45	12
MSF	30	9
MSEL	30	12
MSBA	30	9
MSAEL	30	N/A

### Definition of Terms

Where noted, part-time or full-time status refers **only** to credit load in any given semester. For applicable programs, students must petition the Office of Graduate Academic Services to change their status. Students can submit a change of status request through the Babson Hub.

### Audit Policy

Babson College does not permit auditing of graduate-level courses.

## Program Transfer and Status Changes

All students requesting a change in program status must be in good academic standing. With permission from Graduate Academic Services and under certain conditions, students may transfer from a cohortbased MBA program (Two-Year, One-Year, and Blended Learning Miami MBA) to the Part-time MBA. Students may be subject to loss of earned credits due to the differences in curriculum across programs. Current students in any MBA program wishing to join a cohort-based program are required to apply and be accepted to that program. Additionally, if a current student seeks to

transfer from the Part-time MBA into a cohort-based program the student may be required to complete their core courses in the Part-time format. MS students are not allowed to transfer to the MBA program; they must apply. Similarly, students in the MBA must apply for admission to MS programs. Students in degree-granting programs may not transfer to certificate programs.

- One-Year and Two-Year MBA students who wish to change from full-time to part-time status may do so after completing the first semester of core.
- Blended Learning Miami students should contact the Office of Graduate Academic Services for appropriate guidelines on program changes.
- MSEL students are not eligible to change from full-time to part-time status.
- MSF and MSBA students may transfer from full-time to part-time status after completing the core and with the permission of the Office of Graduate Academic Services.
- Part-time MBA students who wish to change from part-time to full-time status may do so at any time (when applicable), provided they are in good academic standing and meet all conditions for doing so, including conforming to state immunization requirements and carrying health insurance.

Students can access the electronic form to change their status through the BabsonHub. Subject to policies regarding the time in which degree requirements must be satisfied, students changing their status will have the same degree requirements as when they entered the F.W. Olin Graduate School of Business and will remain in the program in which they were accepted. Students should contact the Office of Graduate Academic Services for more information.

## Separations from the College

### Leave of Absence

Students are eligible to take a leave of absence for a period of up to two consecutive years. The application for a leave must be submitted to the Office of Graduate Academic Services at least two weeks before the start of the semester in which the leave would begin, except in the event of an emergency that would preclude the giving of such advanced notice. All leaves will carry a specific expiration date. Students who wish to return early must inform the Office of Graduate Academic Services in writing at least four weeks before the desired date of return. Please note: degree time limits remain in effect during a leave.

- One-Year and Two-Year MBA students must complete the first semester of core to be eligible for a leave of absence.

- Blended Learning Miami students should contact the Office of Graduate Academic Services for appropriate guidelines for obtaining permission to take a leave of absence.
- Requests for Leave of Absence for students in the MS programs are considered in rare circumstances on a case-by-case basis by the Office of Graduate Academic Services and, if approved, may require students to extend their program graduation date in order to meet degree requirements.
- Requests for Leave of absence in the Certificate in Advanced Management (CAM) are considered in rare circumstances on a case-by-case basis by the Office of Graduate Academic Services and may require students to extend their certificate completion date in order to meet program requirements.

To be "reactivated," the student must notify the Office of Graduate Academic Services in writing at least four weeks before the desired date of return. When a student wishes to return from leave, the Office of Graduate Academic Services will review the student's record and notify the student of any changes to course requirements. For example, if a student fails to return after the maximum two-year, time limit the Office of Graduate Academic Services may rescind advanced-standing credit previously granted and/or any credit earned at Babson toward the MBA or MS degree. Students may be subject to any new policies instituted during their leave.

Any student on leave who does not return on the specified date or is not registered for courses and is not on an approved leave of absence will be transferred to inactive status and administratively withdrawn.

## International Students

International students in F-1/J-1 immigration status who withdraw, are suspended, or take a leave of absence will lose their permission to remain in the United States in F-1/J-1 immigration status (exceptions exist for documented medical conditions pre-approved by the Glavin Office). Any international student in F-1/J-1 immigration status who expects to separate from the College because of one of the above-mentioned events or who is considering taking less than a full course load must speak with an international student advisor in the Glavin Office about immigration implications and possible options **before any action is taken**.

## Administrative Withdrawal

Any student who has not enrolled in courses in a period of 12 months from the date of last enrollment (i.e. one calendar year from last completed course) and is not on an approved Leave of Absence will be administratively

withdrawn from the F.W. Olin Graduate School of Business and must petition the Office of Graduate Academic Services in writing for readmission.

## Military Activation

In the event that a student who is a military reservist is called to active duty and is not able to complete an academic semester or module, they will be entitled to a full refund of tuition and fees and a prorated refund of room and board charges.

## Voluntary, College-Initiated, and Emergency Interim Medical Withdrawals

**Purpose and intent:** Babson College (“the College”) endeavors to provide a safe and healthy living and learning environment in which all qualified students can participate in the College’s programs and activities and successfully pursue their academic, personal, social, and emotional development.

The College recognizes that students may experience medical issues which limit their ability to function safely or successfully as students. The College offers a variety of medical, academic, and administrative resources to assist and support students in such situations and makes reasonable accommodations to allow students with documented disabilities to have equal access to College programs and activities.

When a student’s personal well-being may be at risk or when a student experiences a medical issue that may prevent the student from participating in the College’s programs and activities regardless of accommodation, the student is encouraged to consider a voluntary medical withdrawal from the College. Although students remain eligible to take other types of leaves in accordance with applicable College policies and procedures, a voluntary medical withdrawal may carry certain advantages, including more flexible withdrawal timelines, less disruption to scholarships and funding, and tuition/housing refunds as determined by appropriate College officials.

When the College becomes aware of a student who is unable to safely participate in the College’s programs and activities regardless of accommodation or who presents a high probability of substantial harm to health or safety, the College may also consider the appropriateness of involuntary medical withdrawal from the College and/or emergency interim medical withdrawal according to the standards and procedures described in this Policy.

Student conduct that violates the College’s Community Standards remains subject to the Student Conduct Process regardless of whether such conduct violation results from or is exacerbated by a medical

condition. Actions taken pursuant to this Policy do not affect the student’s obligation to comply with other College policies or, where applicable, sanctions to which the student may be subject as a result of any violation of such policies.

This Policy is designed to ensure that students are given individualized attention, support, care, and consideration in addressing medical issues that may arise or escalate during matriculation. The College will apply this Policy to all students in a nondiscriminatory manner using a flexible and individualized process to facilitate student success. Decision makers acting under the Policy will make determinations on the basis of objective evidence of student behavior and reasonable judgments based on professional assessments and current medical knowledge—not on the knowledge or belief that a student may be an individual with a disability.

Whenever a College official is referenced in this Policy, such reference shall include another official designated to carry out such official’s duties in their absence or the person who otherwise assumes such duties.

## Voluntary Medical Withdrawal (“VMW”)

When a student’s personal well-being may be at risk, or when a student experiences a medical issue that may prevent them from participating in the College’s programs and activities regardless of accommodation, the student is encouraged to consider a VMW. The VMW process is designed to be reasonable and flexible, and to proceed as quickly as possible to allow a student experiencing difficulties due to a medical condition to receive the care, support, and treatment they need.

Students wishing to initiate a VMW should contact the Director of Health Services and/or the Director of Counseling and Psychological Services (each, an “Appropriate Health Service”). The Appropriate Health Service will meet with the student, if feasible, and review any medical documentation provided. The Appropriate Health Service will then submit a recommendation for a VMW if it determines that the student has a medical issue that prevents the student from participating in the College’s programs and activities regardless of accommodation, or otherwise compromises the student’s safety, well-being, or academic success. As appropriate, the Appropriate Health Service will make individualized treatment recommendations designed to help the student become academically and personally ready to resume life at the College with or without reasonable accommodation.

The recommendation for a VMW and any relevant supporting documentation will be submitted to the Associate Vice President for Student Success (“AVP”) or designee for review. The AVP may consult with the Appropriate Health Service and others as appropriate in

evaluating the recommendation and any relevant supporting documentation. Based on an individualized review of the facts and circumstances, the AVP will make a final determination as to whether and for what length the VMW will be granted, and will notify the student in writing. The student will also be notified of specific conditions, if any, that may be required in order to return to the College, based on the nature and individual circumstances of the VMW.

A student may appeal the denial of a request for VMW in accordance with the Appeal Process set forth below.

### **College-initiated Medical Withdrawal ("CIMW")**

The College may initiate a medical withdrawal when it becomes aware of a student who is unable to safely participate in the College's programs and activities or who presents a high probability of substantial harm to health or safety.

The College may initiate a CIMW only under the limited circumstances and only in accordance with the procedures set forth in this Policy. CIMW may only be initiated: (i) after reasonable efforts to obtain student cooperation for a VMW have been attempted, if feasible; (ii) after other available interim measures have been deemed inappropriate, insufficient, or unsuccessful; and (iii) as a non-disciplinary action.

In evaluating whether the College will initiate a medical withdrawal, the AVP will convene a medical withdrawal committee ("Committee"). The Committee will be composed of the AVP and one or more representatives from the Appropriate Health Service, along with other College officials with relevant knowledge and expertise who may have direct insight into the conduct or behavior of concern, such as representatives from the Department of Accessibility Services, Office of Graduate Academic Services and/or various departments within the division of Learner Success and Campus Life.

The Committee will conduct an individualized assessment of the student's present ability to safely participate in its programs and activities based on objective evidence and documentation. The individualized assessment will evaluate whether there is a high probability of substantial harm in light of: (i) the nature, duration, and severity of the risk; (ii) the probability that injury will occur; and (iii) whether reasonable accommodations can sufficiently mitigate the risk. The Committee will exercise reasonable judgments that rely on current medical information and documentation.

If the Committee determines that the student is unable to safely participate in the College's programs and activities or presents a high probability of substantial harm to health or safety, it will submit a

recommendation for a College-Initiated Medical Withdrawal ("CIMW"). The recommendation and any relevant supporting documentation will be submitted to the Vice President for Learner Success and Dean of Campus Life ("Vice President") or designee ("AVP") for review. As appropriate, the Appropriate Health Service will make individualized treatment recommendations designed to help the student become academically and personally ready to resume life at the College with or without reasonable accommodation.

Upon receipt of a recommendation for a CIMW, the Vice President will carefully review the recommendation and any relevant supporting documentation. The Vice President may consult with the Appropriate Health Service and others as appropriate in evaluating the recommendation and any relevant supporting documentation. If, based on an individualized review of the facts and circumstances, the Vice President conditionally determines that a CIMW should be granted, the Vice President will notify the student in writing. The student will be afforded three business days to submit a written statement and any other documentation or materials relevant to the conditional CIMW and the student's desired outcome before a final determination is made by the Vice President. If warranted under the circumstances, the Vice President may restrict the student from attending classes, living in college housing, or otherwise accessing campus property or participating in College activities during the conditional CIMW.

Based on an individualized review of the facts and circumstances, the Vice President will make a final determination as to whether and for what length the CIMW will be implemented and will notify the student in writing. The student will also be notified of specific conditions, if any, that may be required in order to return to the College, based on the nature and individual circumstances of the CIMW.

A student placed on CIMW may appeal in accordance with the Appeal process set forth below.

### **Emergency Interim Medical Withdrawal ("EIMW")**

The College may initiate an emergency interim medical withdrawal ("EIMW") when it reasonably determines that a student presents an imminent risk of substantial harm to health or safety. The College may initiate an EIMW only under the limited circumstances and only in accordance with the procedures set forth in this Policy. An EIMW may only be initiated: (i) after reasonable efforts to obtain student cooperation for a VMW have been attempted, if feasible; (ii) after other available interim measures have been deemed inappropriate, insufficient, or unsuccessful; and (iii) as a non-disciplinary action. The Vice President may implement

an EIMW after conducting an individualized assessment based on objective evidence and documentation. The individualized assessment will evaluate whether there is an imminent risk of substantial harm in light of: (i) the nature, duration, and severity of the risk; (ii) the probability that injury will occur; and (iii) whether reasonable accommodations can sufficiently mitigate the risk. The Vice President will consult with the Appropriate Health Service and others as appropriate, and will exercise reasonable judgments that rely on current medical information. Circumstances permitting, the Vice President will convene a Committee to assist in the individualized assessment.

The duration of an EIMW will be limited to the period necessary to address the imminent risk of substantial harm to health or safety. While under EIMW, the student is prohibited from attending classes or living in College housing, and may be trespassed from campus or other College facilities and/or prohibited from participating in College activities if warranted under the circumstances.

A student placed on EIMW will be notified in writing by the Vice President as soon as possible. The student will also be notified of the specific conditions that are required in order to return to the College, based on the nature and individual circumstances of the EIMW. A student placed on EIMW may appeal in accordance with the Appeal process set forth below.

The EIMW process is intended to address emergency situations on an interim basis. Where appropriate and in accordance with the terms and conditions of this Policy, an EIMW may be converted to a VMW or a CIMW.

## Return from Voluntary, College-initiated, or Emergency Interim Medical Withdrawal

All conditions for returning to the College will be the same for VMW and CIMW. The conditions for returning to the College from an EIMW will be equivalent, except that relevant timelines will be adjusted to account for the interim nature of the withdrawal.

The goal of a medical withdrawal is to ensure that students return with an increased opportunity for academic and personal success. Students are encouraged to take the time necessary to achieve this goal. Students may wish to periodically check in with the Associate Dean during their leave, as indefinite leaves will not be permitted.

A student seeking to return to the College from a medical withdrawal should take the following steps to initiate the re-enrollment process:

- A. Contact the Appropriate Health Service and provide all required documentation. With the exception of students placed on EIMW, it is requested that students submit all material by December 1 for consideration for the Spring Semester, April 1 for summer sessions, and July 1 for Fall Semester. This will help to ensure that the AVP and the Appropriate Health Service have sufficient time to review the request and facilitate re-enrollment as appropriate. If materials are received after the relevant deadline, the College will make reasonable efforts to review the request in a timely manner.
- B. Have the student's treatment provider(s) send a report to the Appropriate Health Service documenting the provider's work with the student, the student's clinical status, and an opinion as to the student's readiness to safely and successfully resume academics and college life. The student's treatment provider may also include any conditions or recommendations for ongoing treatment, or other suggestions to support the student's academic and personal well-being upon returning to the College. The Appropriate Health Service relies heavily on information received from the student's treatment provider. Students will be asked to provide Release of Information Forms so that representatives of the Appropriate Health Service may communicate with treatment providers and others as appropriate regarding the student's return.
- C. As required by the AVP depending upon the nature and individual circumstances of the medical withdrawal, provide information to the Appropriate Health Service showing that the student has reasonable capability of day-to-day functioning while a student at the College, with or without accommodation. There are several ways a student might be able to sufficiently demonstrate their day-to-day functioning, and the AVP will discuss appropriate options with the student upon request.
- D. As required by the AVP depending upon the nature and individual circumstances of the medical withdrawal, provide a brief written statement describing: (i) the student's experience away from the College including the activities undertaken while away; (ii) the student's current understanding of the factors that led to the medical withdrawal and any insights the student has gained from treatment and time away; and (iii) how the student plans to ensure a successful return to the College and to sustain their academic and personal well-being.

Reasonable effort will be made to respond to a student's request to return from a medical withdrawal within ten business days of receipt of all required materials. Additional time may be required based on extenuating circumstances.

If the information received from a treatment provider requires further explanation or clarification, or when there is a disconnect between the medical information provided and other information in the student's file, the Appropriate Health Service may contact the treatment provider to obtain additional information. In exceptional cases as required by the AVP depending upon the nature and individual circumstances of the medical withdrawal, the student may be asked to obtain a second, independent evaluation from a licensed medical professional approved by the Appropriate Health Service. The purpose of the independent evaluation is to document the student's clinical status and provide an opinion as to the student's readiness to safely and successfully resume academics and college life.

Upon receipt of all required materials, the AVP and the Appropriate Health Service, in consultation with others as appropriate, will determine if the student appears ready to resume academics and college life. If approved to return, the student will be required to check-in with the Appropriate Health Service to review the student's current safety and plan for sustained health, including recommendations for ongoing treatment and/or other support services as appropriate.

Students with disabilities are eligible for reasonable accommodations. Students are responsible for communicating any requests for accommodation to the Department of Accessibility Services (DAS). Detailed information on the process for requesting accommodations is available at the DAS website.

The student will be approved to return to the College when the documentation demonstrates that the student is ready to safely resume studies and be a successful member of the campus community. If approved, the student will be notified in writing and informed of any applicable academic, housing, administrative, or other requirements for return.

If the student is not approved for return from a medical withdrawal, the student will be notified in writing along with recommendations that will enhance the likelihood that a future request to return will be granted. The student may appeal the denial of their request to return from a medical withdrawal in accordance with the Appeal process set forth below.

## Appeals Process

A student has a right to file a written appeal ("Appeal") to the Vice President requesting review/reconsideration of: (i) the denial of a request for VMW; (ii) the denial of a request for return from a medical withdrawal; (iii) the implementation of a CIMW; or (iv) the implementation of an EIMW. The Appeal must be submitted to the Vice President within five business days of the date of the notice to the student.

The basis for the Appeal are limited to the following: (i) material information or evidence not considered in the original determination; (ii) new information or evidence that was not available at the time of the original determination; and/or (iii) a material deviation from procedures that was prejudicial to the student and that affected the outcome of the original determination. Appeals made on other grounds will not be considered.

As appropriate, the student should include relevant supporting documentation with the Appeal. The Vice President will carefully consider the Appeal and any supporting documentation and render a final decision based on the best available information and an individualized review of the facts and circumstances.

A final decision on the Appeal of the implementation of an EIMW will be made within three business days of receipt. Final decisions on all other appeals will be made within ten business days of receipt, or the Vice President will notify the student that additional time will be necessary to consider the Appeal. The decision of the Vice President on the Appeal is final and not subject to further review.

## Graduation Requirements

Please note that the degree will be granted in the semester in which the student has met all academic course requirements and where the student is in good standing in all respects.

To be eligible for a Babson graduate degree or certificate students must attain a minimum 2.80 cumulative grade point average (GPA), based on a 4.00 scale, on all credits earned in the F.W. Olin Graduate School of Business. The minimum required number of credits earned by each program is as follows:

PROGRAM	CORE	ELECTIVES	TOTAL
Two-Year MBA	15 credits	30 credits	45 credits
One-Year MBA	15 credits	30 credits	45 credits
Part-time MBA	18 credits	27 credits	45 credits
Blended Learning MBA - Miami	46 credits		46 credits
Master of Science in Management in Entrepreneurial Leadership (MSEL)	30 credits	0 credits	30 credits
Master of Science in Advanced Entrepreneurial Leadership (MSAEL)	27 credits	3 credits	30 credits
Master of Science in Business Analytics (MSBA)*	18 credits	12 credits	30 credits
Master of Science in Finance (MSF)*	15 credits	15 credits	30 credits

PROGRAM	CORE	ELECTIVES	TOTAL
Certificate of Advanced Management (CAM)	0-15 credits		9-15 credits

\* Students in the MSBA and MSF Programs must complete their elective credits from a list of approved course options.

## Degree Time Limit

Program	Maximum Number of years allowed to complete program
MBA	8 Years from entry date
MSAEL	4 Years from entry date
MSEL	4 Years from entry date
MSF	4 Years from entry date
MSBA	4 Years from entry date
CAM	3 Years from entry date

Students eligible to take a leave of absence should keep in mind the program-specific time limit is still in effect.

An exception to the degree time limit requirement may be made at the sole discretion of the Office of Graduate Academic Services in unusual circumstances where compelling cause is demonstrated.

## Latin Honors

Honors at graduation are awarded to graduate students by program as follows:

- Summa Cum Laude: 3.80 to 4.00
- Magna Cum Laude: 3.70 to 3.79
- Cum Laude: 3.60 to 3.69

Honors are determined based on GPAs of all graduates from within the current academic year.

## Commencement Walker Policy

Graduate School students who have not yet completed their degree requirements may be eligible to participate ("walk") in the May Commencement ceremony. Students must meet the criteria outlined below. At the Commencement ceremony, walkers will wear the full academic regalia, sit with all graduates, have their name announced, and have their name printed in the Commencement program with the appropriate notations (honors will not be listed).

The 2024 Graduate School Commencement walker policy is outlined below.

To be eligible to participate as a Commencement ceremony walker, you must meet the following criteria:

1. Students currently enrolled in a Babson degree program who registered for their remaining degree requirements by March 31, 2024 and are expected to graduate in August 2024.
2. Maintain a minimum 2.80 cumulative GPA and be eligible in all other respects for graduation.
3. Complete an Application for Degree. Make sure you select August from the Anticipated Graduation Date field. **Please note—the May App for Degree deadline of March 31 applies to walkers.** If the Application for Degree is not completed by this deadline, the name printed in the Commencement program and the name read at the Commencement ceremony will be the name that appears on your academic record. Once you submit your App for Degree, you should expect to see "Your information has been saved." You will not receive a confirmation email.
4. Complete the Commencement Clearance Process (CCP). This site opens in April. The CCP is where you RSVP to the Commencement ceremony and complete additional tasks to be eligible to participate.

*Certificate students are not eligible to participate in the Commencement ceremony.*

## International Student Requirements

**Full time enrollment:** International students in F-1 or J-1 immigration status are required to be enrolled full time as defined by the College in order to maintain their lawful immigration status. Fulltime enrollment at Babson consists of at least 12 credits per semester for the One Year MBA, Two Year MBA, Blended Learning Miami MBA, and MSEL programs; and 9 credits for the MSF, MSBA, and CAM programs. Students can be under the full-time enrollment during their final semester.

**Change of address:** International students in F-1/J-1 immigration status are required to update their U.S. residential address with the U.S. Department of Homeland Security within 10 days of any change. This can be done through the Immigration Address Reporting Form.

**Employment Authorization:** International students in F-1/J-1 immigration status must get authorization prior to engaging in employment in the U.S. Specific work authorization (typically in the form of **Curricular Practical Training [CPT] for F-1 status or Academic Training [AT] for J-1 status**) is required **before** engaging in most internships (even if the position is unpaid).

## International Requirement

The International Requirement is required for fulltime MBA students who entered in Fall 2018 or earlier. Two-Year and One-Year MBA students are required to develop a global business perspective through first-hand international experience. Two-Year and One-Year students must fulfill the Foundation MBA International Requirement before graduation by participating in one of the following learning activities: Babson's project-based experiential learning courses or internships providing cross-cultural workplace immersion, the Babson Electives Abroad, the Semester Abroad Program, or by completing an international independent research project that has been approved by the Office of Graduate Academic Services. Two-Year and One-Year students with substantial international experience may be able to waive the International Requirement at the foundation level; such exemptions are determined on a case-by-case basis by the Office of Graduate Academic Services.

## Recording Classes

Babson College prohibits the use of recording devices to record class lectures or discussions unless a student has received the prior written approval of the professor, lecturer, guest lecturer, or speaker or has received prior written approval from Accessibility Services. The recording may not be accessed or used by any other individual. The recording may not be reproduced, transcribed, distributed, publicly played, or transmitted without the prior written approval of the professor, lecturer, guest lecturer, or speaker. In accordance with the above policy, all students should be aware that any class, including class discussions, may be subject to recording.

Additional information, as well as policies and procedures, can be found on the BabsonHub, or by emailing the Accessibility office or by calling 781-239-4075.

## Orientation

All students entering the MBA, MS, or CAM programs are required to attend and fully participate in all orientation and onboarding activities and tasks. Onboarding and orientation may require either or both online and in-person attendance. The purpose of orientation is to introduce students to Babson's approach to instruction and may also include required academic pre-work. Students who complete all required tasks are better prepared to begin Babson's rigorous graduate programs. Students who fail to attend orientation, or fail to complete required tasks by their deadline, may be withdrawn from the F.W. Olin Graduate School of Business at the discretion of Graduate Admissions.

## Transcript Requests

The Registrar's Office has partnered with the National Student Clearinghouse to provide an online ordering service for processing transcript requests. The National Student Clearinghouse offers electronic and printed transcripts. Transcripts may be requested on the transcript section of the Registrar's website.

## Family Educational Rights and Privacy Act (FERPA)

The Federal Family Educational Rights and Privacy Act (FERPA or Act) of 1974 (20 U.S.C. § 1232g; 34 CFR Part 99) is a federal law that protects the privacy of student education records. "Education records" are "those records, files, documents and other materials which (i) contain information directly related to a student; and (ii) are maintained by an educational institution."

**FERPA affords students certain rights with respect to their education records.**

**These rights are:**

1. The right to inspect and review the student's education records within 45 days of the day the College receives a request for access. Students should submit to the Registrar written requests that identify the record(s) they wish to inspect. The Registrar will make arrangements for access and notify the student of the time and place where the records may be inspected.
2. The right to request the amendment of the student's education records that the student believes is inaccurate or misleading. Students may ask the College to amend a record that they believe is inaccurate or misleading. They should write to the registrar, clearly identify the part of the record they want changed, and specify why it is inaccurate or misleading. If the College decides not to amend the record as requested by the student, the College will notify the student of the decision and advise the student of his or her right to a hearing regarding the request for amendment. Additional information regarding the hearing procedures will be provided to the student when notified of the right to a hearing.

**Note:** The right to challenge grades and notations about disciplinary decisions does not apply under the Act unless the grade assigned or the disciplinary decision rendered was inaccurately recorded.

3. The right to consent to disclosures of personally identifiable information contained in the student's education records, except to the extent that the law authorizes disclosure without consent.

One exception that permits disclosure without consent is disclosure to college officials with legitimate educational interests. A "college official" is a person employed by the College in an administrative, supervisory, academic or research, or support staff position (including Public Safety and Health Services); a person or company with whom the College has contracted as its agent to provide a service instead of using College employees or officials (such as an attorney, auditor, or collection agent); a person serving on the Board of Trustees; or another student serving on an official committee, such as a disciplinary or grievance committee, or assisting another college official in performing his or her tasks.

A college official has a legitimate educational interest if the official needs to review an education record in order to fulfill his or her professional responsibilities for the College.

Another exception is the release of "Directory Information," which may be released without a student's consent unless specifically prohibited by the student. The following is considered Directory Information:

- the student's name
- permanent and local addresses
- telephone listings
- electronic mail addresses
- digitized photographs and images
- date and place of birth
- major field of study
- grade level
- enrollment status
- dates of attendance
- past and present participation in officially recognized activities, organizations and sports
- weight and height of members of athletic teams
- degrees, honors, and awards received
- the most recent previous educational agency or institution attended by the student

*A student's grades are considered Directory Information only to the extent that Dean's List, graduation honors, and/or awards may be published. Individual grades and GPA information are not Directory Information and will not be released without the consent of the student.*

Upon request, the College also discloses education records to officials of another school in which a student seeks or intends to enroll, or where the student is already enrolled, so long as the disclosure is for purposes related to the student's enrollment or transfer.

Disclosure without consent also may be made concerning the following: Final results of a disciplinary proceeding in which a student was found to have violated College rules concerning a crime of violence or a non-forcible sex offense. The outcome may be disclosed to the victim regardless of whether a violation was found. Alcohol or drug violations may be disclosed to parents if the student is under age 21. The College reserves the right to disclose information about students to their parents, regardless of the student's age, without the student's written consent in cases involving the student's health and well-being or in the case of a change of student status (including, but not limited to, loss of housing, pending disciplinary proceeding, suspension, expulsion or to comply with a court order or subpoena). For the purposes of this Policy, "parent" means a parent of a student and includes a natural parent, a guardian, or an individual acting as a parent in the absence of a parent or a guardian.

The term "education records" does not include the following records, and therefore such records are not governed by this Policy:

- A. Records of instructional, supervisory and administrative personnel and educational personnel ancillary to those persons, which:
  - i. are kept in the sole possession of the maker of the record
  - ii. are not accessible or revealed to any other individual, except to an individual who performs on a temporary basis the duties of the individual who made the record
- B. College Public Safety Department records which are created and maintained by campus police solely for law enforcement purposes.
- C. Employment records, when College employment did not result from and does not depend upon the fact that an individual is a student at the College, provided that the employment records:
  - i. relate exclusively to the individual in that individual's capacity as a College employee
  - ii. are made and maintained in the normal course of business
  - iii. are not available for use for any other purpose
- D. Health records, which:
  - i. are created or maintained by a physician, psychiatrist, psychologist or other recognized professional or paraprofessional acting in his or her professional or paraprofessional capacity, or assisting in that capacity;

All records relating to a student who also is an employee of the College are included in the definition of education records, if the student's employment is contingent upon the fact that they are a student. For example, work-study program records are education records.

- ii. are created, maintained or used only in connection with the provision of treatment to the student; and
- iii. are not disclosed to anyone except to other than individuals providing the treatment, except that the records may be personally reviewed by a physician or other appropriate professional of the student's choice.

For the purpose of this definition, "treatment" does not include academic and career advising, tutoring, disability management counseling, or any activities which are part of the program of instruction offered by the College. The Health Insurance Portability and Accountability Act of 1996 (HIPAA) Privacy Rule excludes student medical treatment records and other records protected by FERPA.

- E. Applicant records of individuals who do not enroll in or register with an academic program of the College. If and when applicants become students, their applicant records become education records, which are then accorded the same privacy rights as any other education records governed by this Policy.
- F. Records (i.e., alumni records) about a person containing only information obtained from that person after that person is no longer a student, or relating to that person and obtained from others after that person is no longer a student.

## Restricting the Release of Directory Information

If you do not wish to authorize the release of Directory Information and do not want your Directory Information to appear in the Student Directory, you must indicate so through the "My Info" section of the Hub. The restriction will be promptly initiated in any electronic media. For any printed media, the restriction will be initiated as of the next printing. At any time after restricting the release of your Directory Information, you may change your mind and choose to authorize the College to release Directory Information. You can grant such authorization at any time by editing the "My Info" section of the Hub.

Students should be aware of the possible consequences of withholding Directory Information, such as missed announcements, mailings and messages, non-verification of enrollment or degree status, and omission from the Commencement program.

- 4. Students have the right to file a complaint with the U.S. Department of Education concerning alleged failures by the College to comply with the

requirements of federal law as they pertain to access and disclosure of students' education records.

The name and address of the Office that administers this law is:

Family Policy Compliance Office  
U.S. Department of Education  
400 Maryland Avenue, S.W. Washington, DC 20202-5920  
1-800-USA-LEARN (1-800-872-5327)

Questions or concerns about the privacy of students' education records or these procedures may be brought to the attention of the Registrar's Office, Hollister Hall, Room 334.

### Additional Resources

For more information on FERPA and the regulations promulgated thereunder, please see the following:

[Family Policy Compliance Office \(FPCO\)](#)  
[FERPA 20 USC 1232\(g\)](#)  
[34 CFR PART 99](#)

## Location of General Education Records Maintained by the College

Babson College maintains the following general records:

- Admission and current education status records are maintained in the Department of Student Advising & Success. These records are open to students and may be reviewed by appointment. In compliance with FERPA and other applicable state and federal statutes, records may be redacted for the review. Babson students will be provided with copies of Babson transcripts, degree audits, and their original student essays. Should a student require a transcript, they must complete a transcript request online through the Registrar's webpage.
- Security and law enforcement records are retained by the director of public safety. Students may request copies of law enforcement records from the director of public safety. Certain legal restrictions may limit or prohibit the ability to grant such a request. The dean of student affairs and the director of public safety maintain final discretion in the consideration of any such request.
- Medical records are maintained by Health Services. These records also are exempted from the provision of the law and are not normally available to students for inspection.
- Disciplinary records are generally maintained by the Office of Community Standards. Students may review these by appointment. In compliance with

FERPA and other applicable state and federal statutes, these records may be redacted for the review.

- Financial aid records are maintained by Student Financial Services. Students may review these by appointment. Students are not permitted to review their parents' financial records, unless the documents were jointly signed and submitted by the parents and the student, or if the parent has given written permission.
- Residence Education maintains residence life records and Student Activities and Leadership maintains student involvement and activities records.
- It is assumed that students want their hometown newspapers notified when they graduate, earn awards, or achieve the Dean's List. Students are to notify College Marketing, if they do not wish to participate in this process.

## Academic Opportunities

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### Short-Term Programs

Explore a new culture and build your global network on an eight day program while you apply coursework in Entrepreneurship, Design Practices, Start Up/ International Strategy, and Global Brand Management. You will move beyond the typical tourist experience with faculty-curated cultural tours, conversations with global business leaders, collaboration with students at universities around the world, and connections with global alumni networks. Earn 3 credits and travel with your fellow classmates for a one-of-a-kind abroad experience during your semester break!

The 3-credit elective abroad courses are scheduled during winter, spring, or summer breaks. These electives are open to all MBA students who have met these eligibility requirements:

- One-Year and Two-Year MBA students must have completed their first semester of core
- Part-time MBA students must have completed at least 12 credits of core

**International Students:** International students in F-1/J-1 immigration status should consult with an international student advisor in the Glavin Office before enrolling in a Babson Electives Abroad course to determine if there are any U.S. immigration implications (i.e. full-time status, program completion date, etc.).

## Independent Research Projects

Independent research is an individual effort and may be undertaken for academic credit with the prior approval of the student's faculty advisor, the appropriate division chair, and the Office of Graduate Academic Services. The student is responsible for recruiting their own faculty advisor and obtaining the advisor's consent and commitment before applying for an independent research project. Students work closely with the faculty advisor throughout the project. Authorization for an independent research project requires writing and submitting a formal proposal in accordance with the standards set forth by the F.W. Olin Graduate School of Business. Each independent research project conducted as an elective can provide 1.5 or 3 course credits. If a student wishes to complete more than 3 credits of independent research, they may contract for more than one project and can receive a maximum of 6 elective credits toward the degree for all independent research project(s). **All students must have a cumulative GPA of at least 3.00 to qualify. Any student interested in registering for independent research should visit the student portal for more information.**

To pursue independent research:

- Part-time MBA students must have completed at least 12 credits of core
- One-Year and Two-Year MBA students must have completed their first semester of core

## Intensity Tracks

Intensity tracks help students focus on specific business themes and issues, often specific to one or more industry verticals but independent of business functions or disciplines. While an Intensity Track does not appear on your transcript, it provides students with the opportunity to deepen knowledge of a topic and build your resume. Each Intensity Track is a series of for-credit courses, co-curricular activities and they each require a separate *application process*. Intensity tracks are not concentrations, and they are not referenced on your transcript, although the courses will be listed. Babson's Intensity Tracks are:

### Babson College Fund (BCF)

The Babson College Fund is a two-semester academic program in which specially selected students from both the Undergraduate and Graduate schools manage a portion of the Babson College endowment. The program builds students' investment research and portfolio management skills, and offers practical experience.

Intensity Track Contact: Prof. Farrah Narkiewicz

## Business and Social Innovation Intensity Track

The Business and Social Innovation Intensity Track focuses on developing the mindset, skills and competencies around creating economic and social value simultaneously. The role of business in society has significantly shifted. Business leaders increasingly have to meet the challenges and competing demands of "doing well" (economic value), while at the same time "doing good" (social value). The following list provides choices that provide a rich combination of course work and entrepreneurial experiences to practice the concepts of social innovation.

Intensity Track Contact: Jennifer MacDonald.

## Family Entrepreneurship Intensity Track

The Family Entrepreneurship Intensity Track is for students from a family entrepreneurship background to have a structured pathway, combining academic and co-curricular programming, that will enable them to leverage their family entrepreneurship legacy to create economic and social value. (Students who are accepted into the graduate Family Entrepreneurship Amplifier course can apply to be part of the Intensity Track.) A student from a family entrepreneurship background is from a family that:

- Has a family business (of any size, small or large) currently or in the past
- Has a family office or investment arm
- Has a family foundation or not-for-profit
- Is planning a startup involving family members

## Health Innovation and Entrepreneurship

The Health Innovation and Entrepreneurship Intensity Track focuses on the creation of health and economic value simultaneously via health-related ventures and health innovations. The goal of this program is to provide cutting-edge healthcare entrepreneurship research, educational opportunities, and entrepreneurial training for healthcare providers, scientists, and business leaders. We offer innovative and experimental learning by bringing real-world scenarios and research to the course. It is a combination of learning inside and outside the classroom that gives students experience in the healthcare and life sciences industry.

Students are required to (1) complete two courses from the list of track-approved courses, (2) choose four co-curricular activities to attend, (3) attend and volunteer for at least one KMH Center event, and (4) students must meet with a KMH Center Senior Fellow or Alum. All requirements require a brief reflection piece that will be submitted via a Canvas site.

Contact Sienna Ablorh with questions.

## Science, Technology, and the Enterprise (STE)

Look around, and it is quickly apparent businesses and enterprises of all stripes are increasingly applying science and/or technology in their processes, products, operations, and management. Managing and leading such enterprises requires BOTH disciplinary skills (which MBA students acquire in their core courses and through one or more concentrations completed through electives) AND distinctive perspectives, knowledge, competencies, and ethos in the context of the intense application of science and technology. Shying away from the particulars of science and technology, the STE intensity track focuses on the management and leadership challenges inherent to science- and technology-intensive enterprises in general. The track does not require any special science or technology or technical background; the only pre-requisite: curiosity about and interest in the significant issues and challenges resulting from the intensive application of science and technology in the enterprise.

Intensity Track Contact: Prof. Anirudh Dhebar

## WIN Lab

MBA students have the opportunity to gain course credit for the intensive women's accelerator experience offered by the WIN Lab. Throughout the program, women entrepreneurs will transform into CEOs through rigorous entrepreneurship coursework, applied experiences, mentoring, and milestone achievements designed to move early-stage ventures from prototype to successful launch and growth.

For information about the WIN Lab Intensity Track please contact Kara Miller.

## Management Consulting Field Experience (MCFE)

The Management Consulting Field Experience (MCFE) is an elective course open to students in the MBA program. The structure of the course allows students to work in a team outside of the classroom on real-world challenges. Partner organizations submit an organizational challenge, and are selected by students based on their matching interests.

## Study Abroad

At Babson, we offer graduate students the opportunity to spend a semester at one of our distinguished partner institutions in Europe or Asia.

Our programs fit a variety of interests and goals and allow graduate students to diversify their business knowledge base, immerse themselves in a different culture, and build their international professional networks.

When approved, MBA students may pursue study abroad credit for a semester abroad. Credit may be granted only for elective courses taken at a Babson partner business school when a grade of "C–" or better has been earned and the Office of Graduate Academic Services has received the official transcript. Note: only credit is transferred, not grades. The student's Babson transcript will record study abroad credit with an asterisk. The Babson GPA does not include grades for courses taken at Babson partner business schools. Therefore, students will have the same GPA when they return from overseas as they had before they left. In addition, with prior approval, students may pursue a semester abroad program at an accredited institution of their own choosing with the permission of the Office of Graduate Academic Services. Courses taken during a study abroad program not affiliated with a Babson partner business school will follow post-matriculation transfer credit policies.

In all cases, whether through the Semester Abroad program at a partner institution or through Post Matriculation Transfer Credit at a non-partner school, MBA students are limited to one semester (12 credits) of non-residential credit.

## Centers and Institutes

### Arthur M. Blank Center for Entrepreneurship

Our mission: We accelerate new ventures of all kinds by providing Babson's emerging entrepreneurs access to the opportunities, community, and critical resources that they need. We ignite the exchange of innovative ideas that will shape the future of entrepreneurship through our research and thought leadership.

Dedicated in 1998, The Arthur M. Blank Center for Entrepreneurship is the nerve center for entrepreneurial activity at Babson. The center was named in honor of Arthur M. Blank '63, H'98 (co-founder of The Home Depot) and provides a home for:

- Signature Programs: Rocket Pitch, B.E.T.A. Challenge, and Summer Venture Program
- The John E. and Alice L. Butler Launch Pad
- The Butler Institute for Free Enterprise Through Entrepreneurship (BIFETE)
- Members of the Entrepreneurship Division faculty
- Babson College Entrepreneurship Research Conference (BCERC)
- The Global Entrepreneurship Monitor (GEM)

### Frank & Eileen™ Center for Women's Entrepreneurial Leadership

At the Frank & Eileen™ Center for Women's Entrepreneurial Leadership (F&E CWEL) we believe entrepreneurial leadership is a life skill.

Thanks to the generosity of Frank & Eileen™ founder Audrey McLoughlin, we educate and empower leaders to create social and economic impact through industry and innovation as we research and enlighten the global community about the importance of inclusive leadership for prosperity and human progress.

The Center's award-winning programs include:

- The F&E CWEL Mentor Network for graduate and undergraduate students
- The Women Innovating Now (WIN) Lab® venture accelerator program for women entrepreneurs
- The Babson Association of Women MBAs (BAWMBA)
- The Diana International Research Institute (DIRI), the premier global research institute dedicated to women's entrepreneurship
- Executive Education: Leadership Program for Women & Allies

### Kerry Murphy Healey Center for Health Innovation and Entrepreneurship

The Kerry Murphy Healey Center for Health Innovation and Entrepreneurship is where innovation meets entrepreneurship to bring health, economic, and social value for all, with a focus on health equity and justice. The KMH Center for Health Innovation and Entrepreneurship aims impact entrepreneurial leaders in the health sector globally and the Babson community, including more than 1400 Babson alumni in the health sector via a series of initiatives including:

- Entrepreneurial Learning: Global Tech Innovation Lab
- Graduate Intensity Track: Be active in the health opportunities on campus and earn credits for graduation and an interesting talking point on your resume
- Research: Ongoing studies at the intersection of health innovation, entrepreneurship and health equity, health analytics, and health and well-being: Project ROI: Driving Corporate Involvement
- Advanced Education and Mentoring: Developing customized programs in Entrepreneurial Leadership in the Health Sector, Innovation and Commercialization, and Employee and Leader Well-Being
- MBA Student Healthcare & Life Sciences Club
- MassBIO membership

- Mentoring with Senior Fellows

Check out all of our offerings at the KMH Center, or visit our student page.

## Bertarelli Institute for Family Entrepreneurship

The Bertarelli Institute for Family Entrepreneurship (BIFE) is a hub for research, resources, and innovative programming dedicated to entrepreneurial students and their families. Consistent with Babson's leadership in entrepreneurship education, and unlike any other school, Babson's commitment to family entrepreneurs recognizes that families, not just family businesses, drive entrepreneurial behavior. This includes the support of multigenerational family businesses, family foundations, startups and acquisitions supported by families, spousal startups, entrepreneurial family members embarking on separate ventures, and many other value-creating family activities.

Our programs include:

- Family Entrepreneurial Leadership Program
- Family Entrepreneurship Amplifier Program
- Networking by Industry
- Family Entrepreneurship Mentorship Program
- Live Case Study Series

## Institute for Social Innovation

The Institute for Social Innovation inspires action around the biggest challenges of our time: the UN Global Goals. We help the Babson community and cross-sector stakeholders tap into important networks, frameworks, resources, and conversations that promote taking productive action in creating economic and social value simultaneously, including:

- The Uncommon Table—open conversations, often featuring external experts
- Action Tanks—deep dives into topics like food, mobility, and youth
- Experiential Learning—courses, real-world learning opportunities, and an intensity track
- Changemaker Mentoring—real-time ideas, feedback, and connections

## The Tariq Farid Franchise Institute at Babson College

The new Tariq Farid Franchise Institute will create cross-disciplinary programming that draws on Babson's business and entrepreneurial expertise, combined with the experience and knowledge of franchising experts, to provide cocurricular education and expertise to rising entrepreneurs to accelerate their success in the world of franchising.

## Herring Family Entrepreneurial Leadership Village

The Herring Family Entrepreneurial Leadership Village (HELV) at Babson College is a one-of-a-kind facility where Babson students, alumni, faculty, stakeholders, and staff will collaborate and come together as they learn.

Made possible by the generous naming gift from the Herring Family and the founding gift from the Arthur M. Blank Family Foundation (AMBFF), The Herring Family ELV allows Babson's students and community to expand upon the college's strategic vision, developing the skills necessary to be an entrepreneurial leader impacting communities everywhere. Aspiring and established entrepreneurial leaders will learn and apply the mindsets, principles, and tools of entrepreneurial leadership to turn their ideas into reality.

The physical village will serve as a space that brings students, faculty, staff, partners, and new stakeholders together, as a community, for unique living and learning experiences as well as educational experimentation.

## Stephen D. Cutler Center for Investments and Finance

The Stephen D. Cutler Center for Investments and Finance enhances Babson's innovative and practical approach to finance education through programs and resources that enrich the student learning experience, support faculty research, and engage our alumni community.

The Center was founded in 2000 with a generous gift from Stephen D. Cutler MBA'61 and his wife, Alice. Thanks to their generosity and the ongoing support of our many donors, the Cutler Center advances financial education and improves Babson students' skill set and marketability.

Today, nearly one-third of Babson students pursue a degree in finance. With the increased demands on the Cutler Center, a newly expanded center in the Babson Commons was opened in June 2019. To help prepare students for a career in finance, the Cutler Center provides access to state-of-the-art information resources and educational opportunities in and outside of the classroom.

The Cutler Center supports the Finance Division's offering of rigorous, state-of-the-art programs of study in finance at both the undergraduate and graduate levels. The faculty's practical approach to education is enhanced by authentic experiences, hands-on learning, and practical application. The Babson College Fund (BCF) is our signature program where selected students manage \$5 million of the Babson College endowment.

## The Weissman Foundry

The Foundry is a design studio Babson students can use to create prototypes, pursue creative goals, and collaborate on hands-on projects across Wellesley and Olin colleges. This space, which includes a woodshop, digital fabrication studio, and textile and electronics studio, is open to all of our students. Come expand your knowledge of technological concepts such as AI and Blockchains, learn about crowdfunding, and get your start in the fashion industry.

The Foundry is a place where you can collaborate with other students who help you build on your ideas. It's an entrepreneurial think tank, an artist's studio, a performance space, a media lab, a wood shop – and your 10,000 square foot arena to work on any project you want. Stop by or email us and we will help you get started. Want to brainstorm with a team, let us know and we will put one together just for you.

Have an idea and don't know where to begin?

Bring it to the the Foundry and we will help you get it off the ground and make it a reality. Working on a project already? We can help you advance it even further with technical support, advanced fabrication equipment and fresh perspectives. The new Weissman Foundry has everything you need to build your art, design, academic or entrepreneurial projects. It's an entire building dedicated solely to making your ideas happen, and it is open to all BOW students and faculty.

Think outside the curriculum – and the campus –and put your ideas into motion.

At The Foundry, we don't put restrictions on what you can do, because we don't believe in self-imposed limitations. We encourage you to bring us ideas outside your areas of study and work on them right here.

It's a positive environment where taking risks is encouraged and all ideas are welcome. We don't stop there. We have the tools, materials and state-of-the art technology you need to make your ideas happen. And we have a team of volunteers from all three schools waiting to help.

The Weissman Foundry is an open-door design studio, inspiring transdisciplinary innovative collaboration between Babson, Olin, and Wellesley for the advancement of new or existing projects.

# Community Student Code of Conduct

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## Community Code of Student Conduct

### Community Code of Student Conduct Preamble

*The Babson College Community Code of Student Conduct*, and all that it comprises, aims to build a positive living and learning community for students at Babson. Integrity, civility, and respect for the community, in and out of the classroom, are recognized by Babson College as [core values](#). The College expects that all students and student organizations will do their utmost to embrace these core values and subsequent expectations. In doing so, students and student organizations will contribute to the development of Babson as a positive living and learning community.

In your coursework, activities, and life in the residence halls, we challenge you to learn, understand, and reflect on how your decisions impact the Babson community and the broader communities in which you live, work, and serve. We expect you to be ethically responsible leaders, both in business and in life. *The Babson College Community Code of Student Conduct* reflects the kind of campus culture that fosters critical learning and development—an essential element to your success, as Babson students, organizations, and future alumni.

### Integrity

Babson students and student organizations are expected to act with integrity. Integrity, derived from the Latin word *integer*, means the state of being whole and undivided. Babson students and student organizations are expected to bring their whole selves to each situation and recognize that decisions made in one situation are representative of your whole self. Your actions, behaviors, and decision making should demonstrate reflection and support for the five guiding principles set forth in the Five Pillars of Integrity: honesty, respect, trust, fairness, and ownership.

**HONESTY** is truthfulness in all that we do and say, including clear attribution for others' thoughts and ideas.

**RESPECT** is showing sincere consideration and appreciation for individuals and the differences among them.

**TRUST** is the ability to believe in the integrity and reliability of others.

**FAIRNESS** is actively ensuring that everyone has access to the same opportunities and community resources.

**OWNERSHIP** is taking pride in and responsibility for one's actions and authorship and having the courage to compel others to do the same.

As a Babson student or student organization, you are committing to being an active and engaged participant in our community, in partnership with your fellow students, faculty, staff, and alumni. As such, it is our expectation that you familiarize yourself with the following guides for ethical decision making and civil discourse.

### ***Ethical Decision Making***

Our Babson community is one that is connected and strengthened by each member's individual commitment to integrity and ethical decision making in all that we do. The following steps are designed to guide you through making a decision with integrity.

1. **Identify** – Recognize that you are in a situation that warrants your active participation and then determine your intentions for action.
2. **Evaluate** – Consider multiple courses of action and then weigh the potential impacts of these options prioritizing the College's values of Respect and Civility, with particular attention given to the value of Diversity, Equity, and Inclusion.
3. **Act** – Implement your decision with full awareness and responsibility of your decision.
4. **Reflect** – Assess the impact that your decision had on yourself, and others, and then examine the alignment of these impacts with your intentions.
5. **Inform** – Retain your objective reflections and then utilize this information for future situations.

### ***Civil Discourse***

At Babson, entrepreneurs from all walks of life gather to learn from one another through the free exchange of ideas. The following elements are designed to provide you with guidance for respectfully engaging in a difficult conversation with other community members.

1. **Listen** – Actively pay attention to the individual with whom you are speaking; this includes being aware of your non-verbal communication and limiting distractions.
2. **Affirm** – Acknowledge the perspective of the individual with whom you are conversing; you do not need to agree with the individual in order to acknowledge their humanity.

3. **Respond** – Articulate where you agree and disagree within the conversation; use I statements when sharing your perspective, feelings, and reasoning.
4. **Grow** – Allow yourself to gain appreciation for the alternative perspective.

For guidance or questions regarding effectively utilizing these guides email [communitystandards@babson.edu](mailto:communitystandards@babson.edu).

## **Introduction to Student Accountability Processes Student Accountability Authority**

Responsibility for the overall administration of undergraduate and graduate student conduct matters at Babson College has been delegated by the College's President to the Vice President of Learner Success and Dean of Campus Life. The Vice President of Learner Success and Dean of Campus Life has designated authority for direct management of the process to the Director of Community Standards. The Vice President of Learner Success and Dean of Campus Life reserves the right to designate this responsibility to others when necessary.

### **Jurisdiction**

Babson College assumes that all students and student organizations will abide by College policies and by state, local and federal law. In addition, the College strives to be a good neighbor to the surrounding community. Therefore, it is expected that students and student organizations will observe the same standards and expectations whether they are on or off-campus, or in the virtual environment. The College may review any information regarding the conduct of a student or student organization while off-campus to determine if they/it has acted in compliance with local, state, and federal law and/or College policies. Conduct that has an adverse impact upon the educational mission, reputation, or operations of the College also will be reviewed. The College reserves the right, in its sole discretion, to determine whether an off-campus incident involving one or more students or student organization(s), shall be subject to a review by the College's student accountability process. The College also reserves the right to sanction any student found guilty, who pleads no contest, is subject to a continuation without a finding or is found guilty in a court of law for a violation of law. In these instances, disciplinary action will be administered by the Vice President of Learner Success and Dean of Campus Life or their designee.

The role of the Community Standards staff is to interpret the alleged misconduct in order to determine whether the conduct in question is a possible violation of College's regulations or policy, local, state, or federal law; determine if there is sufficient information to pursue a charge; and identify the specific charge(s) that will be

brought against the student. If appropriate, the Director of Community Standards may also refer allegations of criminal violations to the Department of Public Safety, the Wellesley or Needham Police Departments, or other law enforcement authorities for investigation.

The *College's Community Code of Student Conduct* applies to a student's conduct from the time of application for admission through the conferring of a degree. This includes conduct that occurs before classes begin or after classes end, during periods between terms of actual enrollment, during a leave of absence or other period of withdrawal. In the event of a violation committed while still enrolled but unresolved or reported after the responding student or student organization has taken a leave of absence, is withdrawn from the College or has graduated, the College may proceed with the Student Accountability Process. In the case of conduct that could lead to removal or separation from Babson College, the College reserves the right to rescind an admitted student's acceptance or graduated student's degree and/or withhold a degree until a matter is resolved. When the College is investigating a serious violation of policy, the College will place a hold on the student's transcript until the matter has been resolved. Should the student request a transcript while the hold is placed on their account, a notation will be placed on their account to indicate that there is a pending investigation. Upon resolution of the matter, the College will apply the relevant transcript notation, when applicable and according to the definition of the sanction assigned to the responding student or student organization. Additionally, all students and student organizations are responsible for the contents of their rooms, cars, or person.

## Glossary of Terms

The following glossary is intended to clarify the meaning of key terms used throughout this document. Questions regarding further details of these terms should be directed to the Office of Community Standards.

- **Appeals Party:** The individual or the Appeals Board that is used to decide either to approve or deny a Responding Student/Student Organizations' appeal.
- **Classification:** Graduate or undergraduate student, faculty, staff, etc.
- **Educational Conference:** A one-on-one meeting between a student (responding party) and a staff person (Student Accountability Officer) for the purpose of resolving alleged policy violations.
- **Hearing Board:** A body of students, faculty, and staff that hear both academic and nonacademic cases.
- **Sanctions:** Outcome(s) that result from a student being found responsible or having accepted responsibility for the violation of a particular policy(s) or regulation(s).

- **Impacted Party:** An individual who experienced the impacts of the responding student or student organization's behavior.
- **Invited Party:** An individual, student organization, or student group being invited to engage in Restorative Resolutions for Interpersonal Harm with a reporting party.
- **No Contact Order:** A College-issued document between students restricting verbal and physical contact. This tool is typically offered when a student is seeking assistance from the College in managing an interpersonal issue that is not appropriate or unlikely to be resolved through other resolution methods. As appropriate, Stay Away Provisions may be included in the No Contact Order which restrict a student(s) from accessing a particular college location, activity or organization. No Contact Orders can be issued by Public Safety, Community Standards, Title IX Coordinator, and/or the Dean of Student's Office.
- **Notice of Alleged Violations:** Correspondence in letter form from the Office of Community Standards indicating that there has been a formal question raised regarding a violation of a College policy or regulation. The purpose of the letter is to inform the student of the general nature of the issue in question and outline next steps in the process.
- **Outcome Letter:** Correspondence in letter form sent to the responding student or student organization(s) Babson email account from the Office of Community Standards outlining: the formal policies or regulations reviewed, the finding of the Board or Student Accountability Officer(s) regarding responsibility of the student for violation of those policies or regulations, and the sanctions (if any) that will be applied as a result of the finding of responsibility.
  - **Note:** All outcome/sanction letters will be placed in the student's educational record. However, only cases of College suspension or expulsion will result in a transcript notation.
- **Preponderance of Evidence:** The notion that it is more likely than not that a policy violation occurred.
- **Reporting Party (or Reporter):** The person who initiated the complaint or resolution request.
- **Responding Student/Student Organization:** A student, students, and/or Campus Organization(s) whose behavior is alleged to have violated College policy and/or regulations.
- **Student Organizations:** Recognized student groups including, but not limited to, registered student organizations, varsity athletic teams, club sports, fraternities and sororities, and special interest living communities.
  - **Note:** At the discretion of the Director of Community Standards, or their designee,

Student Organizations may be held accountable either through the Office of Community Standards and/or by the office that advises/supports the group. The officers or the leaders of the student organization are typically expected to represent the organization during the Student Accountability Process. The College's policies do not preclude holding specific members of an organization accountable for their individual acts committed in the context or in association with the organization's alleged violation of College policy.

- **Support Person:** A member of our community that provides emotional and resource assistance for students and/or student organizations engaged in the conduct process. The support person does not play an active role in the process but rather works to help the student navigate the Community Standards Process.
- **Witness:** An individual who either, in-person or in-writing, can provide the Board or Student Accountability Officer with a firsthand account of the events under review. Students or student organizations are not permitted to provide any character references or testimonials on their behalf for the benefit of the Board or Student Accountability Officer(s).

## Student Rights and Responsibilities

Fundamental fairness is paramount when resolving reports of violations of *Babson College's Community Code of Student Conduct*. To provide an orderly procedure for the handling of disciplinary and/or restorative matters that will ensure fairness for all students or student organizations involved, the following safeguards will be afforded to all who participate in the Student Accountability Process.

1. It is the responsibility of all students and student organizations to review the College's behavioral expectations set forth in *Babson College's Community Code of Student Conduct*.
2. Written notification of the date, time, and place of any hearing will be delivered to the student's Babson email. It is the student's responsibility to check their Babson email daily following receipt of charges until the process is resolved.
3. Prior to any type of formal Educational Conference or Hearing, the responding student or student organization will receive a written notice of the charges and the source of such charges. This letter will be delivered to the student's Babson email account and securely accessed with the student's login credentials.

4. The responding student or student organization has the right to be heard by an impartial hearing body.
5. It is the responsibility of the responding student or student organization to promptly resolve any scheduling conflicts with respect to a scheduled hearing. The responding student or student organization has the right to request written postponement of a hearing.
6. The responding student or student organization has the right to request that the perspective of witnesses be considered by the hearing body.
7. The responding student or student organization has the right to request the opportunity to answer questions posed by the complainant outside of the physical presence of the complainant.
8. It is the responsibility of all those participating in the Student Accountability Process to respect the confidentiality of personal information about members of the College community and to preserve the right of privacy.
9. All students and student organizations have the right to report retaliation as a result of participating in the Student Accountability Process.
10. The responding student or student organization has the right to appeal a Community Standards decision to an appeal party based on limited grounds, as outlined in these documents.

## Student Accountability Policies

### Standard of Evidence

In educational conferences, board hearings, and the gender-based misconduct process, the hearing body or Student Accountability Officer uses a preponderance of the evidence standards in determining if the responding student is responsible for the alleged violation(s). A preponderance of evidence means it is more likely than not that a policy violation occurred.

### How to Report

Violation of the guidelines and requirements contained in *Babson College's Community Code of Student Conduct* and/or other College policies constitutes grounds for a valid complaint by any member of the Babson Community. Reports of alleged violations may be submitted by any department or by any member of the community utilizing the online reporting form. The Director of Community Standards, or their designee, reviews the alleged misconduct in order to determine whether the conduct in question may constitute a violation of College policies, rules, or regulations, and identifies those specific charges that may be brought against the student. When appropriate, certain matters may be referred to Public Safety and/or other applicable law enforcement agencies for further disposition.

## Record Retention Policy

Student conduct files are maintained separately from any other academic or official file at the College by the Office of Community Standards. The student's entire conduct file will be retained indefinitely if the case resulted in an expulsion, suspension, a rescission of acceptance, or a revocation of degree. Other conduct files will be retained for seven (7) years after the date of an incident unless the College is mandated to maintain the record in compliance with federal, state, or local law or College policy. Every student may review, upon written request, all non-confidential contents of their conduct file to the extent permitted by law. Audio recordings of hearings in front of a Hearing Board are used for the appeal process only and are not considered a part of the student conduct file. Recordings are generally retained until the responding student has exhausted all appeal options, after which they are destroyed. Educational Conferences may not be recorded by any party.

## Prohibited Conduct

The following list of behaviors is intended to represent the types of acts that constitute a violation of Babson College's *Community Code of Student Conduct*. All community members are responsible for knowing and observing the College's policies and procedures. Students and student organizations that are found to have violated College policy are subject to The Student Accountability Process.

Any attempt, successful or not, to violate College policy(ies) may be referred to the Student Accountability Process. Students and student organizations may be held responsible for these actions regardless of the result of the attempt. Students and student organizations are responsible for the consequences of their actions even when the conduct may have been influenced by their physical or emotional state (irrespective of any medical or clinical diagnosis) and/or by the use of alcohol and/or other drugs. Additionally, students and student organizations are responsible for the actions of their guests.

Below is a list of possible policy violations; the violations apply to students and student organizations. The examples listed below each potential policy violation is not exhaustive:

### Academic Integrity Policy Violations

See Appendix A for More Information

- Cheating
- Fabrication
- Facilitating Academic Dishonesty
- Plagiarism
- Academically Dishonest Activities

- Unauthorized Collaboration

### Abuse of College Resources

Demonstrating lack of regard for College Regulations and/or policies.

*Examples include but are not limited to:*

- Accumulation of an excessive number of parking tickets
- Accumulation of an excessive number of residence hall lock outs

*\*Please note that the Departments of Residence Life and Public Safety reserve the right to determine what constitutes an "excessive number" of parking tickets and/or lockouts.*

### Abuse of or Interference with the Student Accountability Process

*Examples include but are not limited to:*

- Disrupting or interfering with the orderly conduct of a student accountability proceeding;
- Falsifying and/or knowingly misrepresenting information to a student accountability officer or hearing body;
- Influencing or attempting to influence another person to commit an abuse of the Student Accountability Process;
- Attempting to discourage an individual's proper participation in, or use of, the Student Accountability Process;
- Attempting to interfere, retaliate, or intimidate any person responsible for addressing incidents and/or administering the Student Accountability Process;
- Submitting a false complaint to the College;
- Failure to comply with the sanction(s) imposed under Babson College's *Community Code of Student Conduct*.

### Aiding in the Violation of Babson College's Community Code of Student Conduct

Any act or action that supports and/or facilitates a violation of the College's *Community Code of Student Conduct*.

### Alcohol Policy Violations

See Appendix B for More Information

- Possession or Consumption of Alcohol by an Underage Individual;
- Overconsumption of Alcohol;
- Providing Alcohol to Underage Individuals;
- Drinking Paraphernalia/Drinking Games;
- Open Container;

- Unauthorized Locations for Alcohol Consumption;
- Central Source (any centralized source where alcohol is kept and easily accessible to the masses, i.e., a keg)
- Alcohol Delivery

### **Bullying**

Repeated or severe aggressive behavior likely to intimidate or intentionally hurt, control, or diminish another person, physically or mentally. This is NOT speech or conduct otherwise protected by the 1st amendment.

### **Bias**

Any act constituting a violation of College policy that is directed at any person and/or group and is motivated by: race, color, national or ethnic origin, ancestry, religion, sex, sexual orientation, gender identity or expression, age, genetics, mental or physical ability status, and veteran or any other protected status. Cases that are determined to be bias-related violations of Babson College's *Community Code of Student Conduct* may be assessed for enhanced sanctions. Complaints of bias behavior can be reported to The Office of Community Standards or submitted through the BiasRelated Experience reporting link.

### **Damage**

Damage, destruction, or defacement of/to personal, College, or public/private property.

### **Disruptive Behavior**

Inappropriate, disorderly, and/or disruptive conduct.

*Examples include, but are not limited to:*

- Behavior in the classroom or instructional program that interferes with the instructor or presenter's ability to conduct the class or program, or the ability of others to benefit from the instruction;
- Behavior that causes inconvenience, disturbance, or alarm;
- Behavior in the residence halls that hinders the ability of residents to living in a safe, reasonably calm environment;
- Intentional disruption of the administration operations of the College;
- Misconduct deemed unbecoming of a Babson student.

### **Disruptive Gatherings**

Gatherings on or off-campus that becomes disruptive to the Community at-large. *Examples include, but are not limited to:*

- Excessive noise;
- Excessive attendance beyond what is safe and/or reasonable (overcrowding);
- Central sources of alcohol; permitting underage drinking\*;
- Uncooperative residents and/or guests.

### **Disorderly Conduct Involving a Motor Vehicle**

Operating a motor vehicle on or off-campus in a reckless or endangering manner.

### **Driving Under the Influence**

Driving a motorized vehicle under the influence of alcohol and/or other drugs.

### **Drug Policy Violations**

[See Appendix B for More Information](#)

- Drug Use and/or Possession;
- Drug Paraphernalia;
- Distribution, Sale, or Manufacturing of Drugs;
- Misuse of Prescribed or over-the-counter medication(s).

### **Endangering Behavior**

Conduct or reckless actions that threaten or endanger the general health or safety of any member of the community, including oneself, the community at-large, and/or the operations of the College.

### **Failure to Comply**

Failure or refusal to comply with the reasonable request or directive of a College official (Public Safety officer, residence life staff member, faculty member, or staff member). *Examples include, but are not limited to:*

- Failing to produce identification;
- Failing to consent to a room search;
- Fleeing the scene of an incident;
- Failing to adhere to College health and safety guidance.

### **False Identification**

Use and/or possession of false or altered identification.

### **False Information and Misrepresentation**

- Providing false information and/or making misrepresentations to any College official including Public Safety, residence hall staff, faculty members, administrators, and/or any member of the College community acting on behalf of the College.

- Providing false information to any individual or agency including, but not limited to, recruiters and employers, regarding one's status or relationship with the College.

### **Fare Evasion**

The act or attempted act of using a transportation service, whether a public transit authority or a private company, without paying for the service in full.

### **Fire Life and Safety Violation**

See Appendix D for More Information

- Possession of Unauthorized Item(s) (hookahs, candles, unauthorized appliances, etc.);
- Hanging items for ceilings, pipes, or lights;
- Failure to evacuate a building during a fire alarm;
- Tampering with fire extinguishers, fire exits, pull boxes, hoses, smoke alarms, heat sensors, or emergency phone/lighting equipment;
- Obstruction of a fire exit, hallway, or fire/Public Safety personnel in the performance of their duties;
- Smoking in an unauthorized area;
- Causing a fire.

### **Gambling**

Gambling as prohibited by the laws of the Commonwealth of Massachusetts (may include: raffling, lotteries, etc.). See: Massachusetts Gambling Laws

### **Gender-Based Misconduct:**

See Appendix G for More Information

Please follow this link to Babson College's Gender-Based Misconduct policy.

### **Harassment**

Severe, persistent, and/or pervasive conduct, including any form of communication or expression, any physical act or gesture, or any combination thereof, directed at one or more individuals that has the purpose or effect of: causing physical or unreasonable emotional harm to such individual(s) or damage to their property; placing the individual(s) in reasonable fear of harm to their safety or property; or infringing on the rights of other community members to fully participate in the programs, activities, and mission of the College.

In evaluating the purpose or effect of potentially harassing conduct under this section, the College will consider the perception and/or reaction of a hypothetical reasonable person under like circumstances. The College will also consider the full context of the conduct, giving due consideration to the protection of the College

climate, individual rights, freedom of expression and academic freedom. Not every act that might be considered offensive to an individual or a group constitutes harassment and/or a violation of College policy. Additionally, the College may consider intentional adverse action taken against a responding student or student organization after it was determined that the responding student or student organization did not violate College policy as a violation of the Harassment policy.

### **Hazing**

See Appendix E for More Information

Any action or situation that recklessly or intentionally endangers, or has the potential of endangering, the mental or physical health or safety of a student for purposes including, but not limited to, initiation or admission into or affiliation with any organization. Please see this link for more information about Massachusetts Hazing Laws.

### **Residence Hall Violations**

See Appendix F for More Information

- Unauthorized Furnishings;
- Guests;
- Noise;
- Pets;
- Possession of prohibited item(s);
- Roofs, Windows, and Fire Escapes.

### **Retaliation**

Any adverse action taken against a person on the basis of their participation in a protected activity. *Examples of protected activity include but are not limited to:*

- participating in or otherwise assisting with a College investigatory procedure or law enforcement investigation;
- filing a complaint alleging a College policy violation or a violation of law; or
- filing a complaint about the College's policy for resolving alleged violations of policy.

*Examples of adverse action include, but are not limited to:*

- threats, intimidation, continued harassment or other misconduct;
- discouraging an individual from participation in an investigation or adjudication process;
- adverse educational or employment consequences.

The College maintains the right to take action against a student for other legitimate reasons in accordance with

College policies and procedures, even if that student has filed a complaint with the College or otherwise participated in a protected activity.

Retaliation by any member of the College community or any person acting on their behalf is strictly prohibited. Retaliation is a serious violation that can result in sanctions independent of the merits of the underlying complaint or allegation. The College will respond immediately to retaliation and impose disciplinary measures as appropriate including, but not limited to, interim or longer-term suspension from the College.

### **Physical Abuse/Violence**

Physical abuse of others including, but not limited to, fighting and/or inflicting injury. *Self-defense may only be used to the limited degree necessary for self-protection.*

### **Public Exposure**

Publicly exposing one's intimate body parts. *Examples include but are not limited to public urination and public sex acts.*

### **Smoking**

Smoking in any College building including, but not limited to, tobacco products of any kind (cigarettes, e-cigarettes), vaporizers, or hookahs. and/or failing to maintain a minimum 25 feet distance from a building entrance while smoking or vaping.

### **Theft**

Actual or attempted theft of personal property, College property, public/private property or identity and/or the possession of stolen property.

### **Unauthorized Presence**

Unauthorized presence in College-owned buildings and/or private property. Instances where force is used to gain access may be assessed for enhanced sanctions.

- Tampering with locks to College buildings and/or private property;
- Unauthorized possession and/or use of College keys and/or Babson OneCard;
- Alteration and/or duplication of College keys and/or Babson OneCard;
- Accessing residence hall rooms without explicit permission from the resident(s) assigned to the space;
- Accessing restricted areas of residence halls or other campus buildings.

### **Misuse of Space**

Utilizing college-owned buildings or private property in a manner outside of its intended use.

### **Non-compliance with Office of Student Engagement Travel Policies**

Failing to adhere, knowingly or unknowingly, to the travel policies as outlined in the Club/Organization Manual, including, but not limited to violating chaperone expectations, college van usage, as well as unapproved travel.

### **Non-compliance with the Law**

Failing to adhere to all federal, state, and local laws.

### **Weapons**

Possession of illegal or dangerous weapons on campus. This includes, but is not limited to, guns of any type (including airsoft and BB guns), knives (other than those used solely for cooking), chemical weapons, slingshots, martial arts weapons, and bows/arrows.

### **Violations of the Computer Code of Conduct**

[See Appendix C for More Information.](#)

It is the responsibility of each community member to use the services provided by the College's campus network and computing systems appropriately and in compliance with all College, town, county, state, and federal laws, and regulations.

### **Violation of Published College Policy**

Violation of any College policy, rule, or regulation published in hard copy, communicated in writing, or available electronically on the Hub or College Website.

## **Student Organization Specific Violations**

Possible violations specific to student organizations in addition to the above list of possible policy violations. The examples listed below each potential policy violation is not exhaustive.

### **Financial Misconduct**

The use of or accounting of student organization funds in violation of college financial and accounting procedures. Violations include, but are not limited to:

- Breaching contractual obligations.
- Using student organization funds and/or members gathering funds for an activity which violates the *Community Code of Student Conduct*.

- Using student organization funds for purposes not authorized by the student organization and/or not in accordance with College policy.
- Failing to provide accounting of all contributions and reporting said contributions to the proper College department (i.e., Membership Dues, Fundraising, etc.)
- Failing to abide by established College policy regarding fundraising initiatives.
- Maintaining an off-campus bank account without explicitly permission from the Office of Student Engagement for student organization use.
- Failing to abide by Student Government PCard expectations during usage.

### **Non-compliance with Office of Student Engagement Travel Policies**

Failing to adhere, knowingly or unknowingly, to the travel policies as outlined in the Club/Org Manual, including, but not limited to violating chaperone expectations, college van usage, as well as unapproved travel.

### **Non-compliance with the Law**

Failing to adhere to all federal, state, and local laws.

### **Guest Responsibility**

College-Recognized Organizations are responsible for the actions of their guests (i.e., fans, performers, non-Babson attendees, and alumni).

### **Violation of the College-Recognized Organization Constitution and/or governing documents**

The disregard for, knowingly or unknowingly, the written documentation which governs the student organization, including the Student Government Association. These documents can be local, regional, or national.

### **Violation of Special Interest Housing Agreement**

Special Interest Housing organizations are responsible for the terms of their housing agreement as outlined by the Office of Residence Life, including but not limited to roster management, space maintenance, common space modification, and storage.

## **Processes for Resolution**

Babson College reserves the right to review any matter that it feels may represent a violation of its policies. Students and student organizations should be aware that there is no prescribed path a given matter may take to resolution. If a matter is to be reviewed, it will be the sole discretion of the Director of Community Standards, or

their designee, to determine the appropriate process. Once the process has been determined, the student will be bound by the procedures from the Educational Conference through the appeals process, if applicable to the case.

The Director of Community Standards, or their designee, reserves the right to determine if the incident can be resolved through adaptive means of resolution by mutual consent of the responding party(ies) and the reporting or impacted party(ies). The Student Accountability Officer will suggest the best adaptive resolution based on the matter and the individuals involved.

Students and/or student organizations involved in any of the College's Student Accountability Processes are advised that these proceedings are NOT a legal process and are not intended to rise to the level of civil or criminal proceedings. Please review the processes and procedures outlined below.

When an incident cannot be assigned to one of the processes due to an extraordinary circumstance, the decision regarding the appropriate process will be made by the Director of Community Standards, or their designee. The Director of Community Standards, or their designee, has the sole discretion in determining the process to be followed and/or any appropriate modifications to each process.

All parties involved in any part of resolution procedures, are expected to **keep in confidence** the names of all parties involved, charges alleged, sanctions imposed, appeal status, etc. All hearings and Educational Conferences will be closed to the public and the press.

Alleged violation(s) of *Babson College's Community Code of Student Conduct* arising in the context of alleged gender-based misconduct subject either to the Gender-Based Misconduct Policy or the Title IX Policy may be addressed under *Babson College's Community Code of Student Conduct* or such other policy in the sole discretion of the Director of Community Standards in consultation with the [Title IX Coordinator](#).

## **Interim Restrictions**

Under the limited circumstances described below, the Dean of Students or their designee may impose a temporary College suspension, residence hall suspension or other restriction(s) related to College property, programs, or activities. Interim restrictions become effective immediately and may be imposed at any point prior to the final resolution via the Student Accountability Process or other processes.

Whenever necessary, interim restrictions will be imposed to a) ensure the safety and well-being of members of the College community and/or surrounding communities, b)

to maintain the normal operations of the College, and/or c) to preserve College property. The nature of the interim restriction(s) will be based on a careful review of all available information and the particular facts and circumstances of each situation.

The interim restriction(s) will be confirmed by written notification to the student and shall remain in effect until the conclusion of a process, without undue delay, in accordance with the Student Accountability Process and policies. Violations of interim restrictions may result in suspension or expulsion from the College.

The student may, within five (5) business days of the imposition of the interim restriction(s), petition the Vice President of Learner Success and Dean of Campus Life or their designee for a modification or removal of the restriction(s). The petition must be in writing and must include supporting documentation or evidence that the particular restriction was unwarranted, excessive, or imposed improperly. A decision on such a petition will be made without undue delay by the Vice President of Learner Success and Dean of Campus Life or their designee.

No refunds for lost tuition, room, or board fees will be made due to an interim restriction period, unless the outcome of the decision yields a not responsible finding. An interruption in a student's course of study may result in required courses no longer being available or only available on a limited basis. At its discretion, the College may allow course substitution, independent study opportunities, and/or a course taken off-campus for credit (at the student's expense). Any student who experiences an involuntary interruption in their course of study should immediately contact their Student Success Advisor for academic guidance.

### **No Contact/Stay Away Orders**

Under certain circumstances, it may be necessary for administration to restrict a student's access to a college-owned building and/or individual(s). While these orders are determined on a case-by-case basis, they may be associated with alleged behavior that may need to be addressed through a conduct or other administrative process, or they may be granted as a supportive measure to enhance the comfort of community members. Individuals will be notified in writing via their Babson College email address; these orders become effective immediately and may be imposed at any point prior to the final resolution via the Student Accountability Process or other administrative process. Such orders may be implemented by Public Safety, Dean of Students, Community Standards, or Title IX.

## **Educational Conferences**

The Educational Conference is a one-on-one meeting between a responding student, or a student organization representative, and a Student Accountability Officer for the purpose of resolving alleged policy violation(s). The Director of Community Standards, or their designee, has discretion to assign a specific Student Accountability Officer to a given matter.

The President of a student organization alleged of violating campus policy will be asked to participate in the Student Accountability Process as the representative for their organization. The Organization's President, Campus Advisor, and, where applicable, the Inter/National Organization will be notified of the investigation and invited to participate at the discretion of the Student Accountability Officer. If invited advisors and external partners decline to participate in the Student Accountability Process, the Office of Community Standards will continue the investigation without their involvement.

### **Initiation of Process and Use of the Educational Conference**

The responding student or student organization will receive a letter sent to their Babson College email informing them of the incident and alleged violation in question. The letter will include the date, time, and location of the appointment with the Student Accountability Officer to discuss this issue. Failure to attend the meeting(s) by the date in the letter may result in a decision being determined without the benefit of input from the student or student organization. It is the student, or student organization's responsibility to promptly reschedule the meeting if they are unable to attend due to academic-related conflicts and to check their Babson email daily following receipt of the notification until the process is resolved.

### **Educational Conference Procedures**

At the Educational Conference, the responding student or responding student organization will be asked to provide their perspective on the incident. The Student Accountability Officer will review the incident report with the student or student organization. The Student Accountability Officer will also ask the responding party to verbally respond to the charges. The responding student or student organization has the right to request that the Student Accountability Officer interview any relevant witnesses. However, witness interviews will be conducted in a manner at the sole discretion of the Student Accountability Officer. Additional and relevant information, witness names, etc. can be submitted via the guidance of the Student Accountability Officer assigned to the individual case.

*Please note: incident reports and/or any other relevant written documentation will be shared with the student or student organization in the Educational Conference and will not be provided to the responding student or student organization in hard-copy or electronically.*

### **Determining an Outcome**

A decision will be made by the Student Accountability Officer(s) to determine if the student or student organization is to be held responsible in whole or in part for the alleged policy violation(s) and behavior. If the student or student organization accepts responsibility or is found responsible, the Student Accountability Officer will impose appropriate sanctions. If the sanction includes a removal from housing or separation from the College, the responding student or student organization will have the option to accept the sanction or have the matter heard by a Hearing Board. Please see: [Hearing Board Processes and Procedures](#) for more information.

### **Outcome Notification**

Notification of the Educational Conference decision will be provided to the responding student or student organization within five (5) business days after the conclusion of the Student Accountability Officer's investigation. A decision letter will be sent to the responding student or student organization representative's Babson email indicating the decision of the Student Accountability Officer. Outcome notifications for responding student organizations will be shared with the Campus Advisor, and, where applicable, the Inter/National Organization.

All responding students or student organizations have the right to file an appeal of the outcome of an Educational Conference based on limited grounds outlined in this document. It is important to note that once imposed, sanctions are enacted immediately. While an appeal is pending, any sanction(s) may be suspended or modified at the discretion of the Director of Community Standards, or their designee, as applicable. If the appeal is denied, the original sanction(s) will be immediately reinstated except applicable deadlines may be modified to accommodate the delayed period. If the responding student or student organization has been subject to Interim actions, those restrictions may stay in place through the conclusion of this Appeals Process unless otherwise informed in writing by the Director of Community Standards, or their designee. Please see the [Appeals Section](#) for details.

## **The Hearing Board**

A Hearing may be convened for matters addressed through an Educational Conference where a Student

Accountability Officer recommends removal from housing and/or separation from the College (i.e., loss of housing, suspension, and/or expulsion).

## **Composition**

The Hearing Board is composed of members from three Babson constituencies: students, faculty, or staff. The following is a typical composition of the board:

- A student chairperson, two student hearing board members, and one faculty or staff member.
  - When possible, the board will be composed of student members who reflect the classification of the responding party.

The student chairperson of the board serves as a nonvoting member and is responsible for running the hearing and facilitating the Board's deliberations.

The Director of Community Standards, or their designee, has the authority to determine the best course of action when circumstances of a case and/or the timing of a case prevent the ability to convene a Hearing Board, or when the composition of the Hearing Board needs to be altered.

## **Role of the Community Standards Staff**

The Director of Community Standards, or their designee, appoints a staff member to serve as the advisor to the Hearing Board. The Advisor serves as a resource during the hearing. In this capacity, they advise the Board as to proper procedures, institutional policy, and sanction precedent. Upon request from the Board, the Advisor may recommend appropriate sanctions. However, the Hearing Board is not bound to act on the recommendation.

At the discretion of the Advisor to the Hearing Board, observers may be invited to attend College hearings. This invitation will occur prior to the date of the hearing.

## **Hearing Board Processes and Procedures**

If the responding student or student organization chooses to proceed through the Hearing Board process after their Educational Conference, the following will occur:

- The responding student or student organization will receive a notice informing them of the date, time, and location of the Hearing, as well as a list of Hearing Board members who will be serving during the hearing. The hearing will be scheduled no earlier than ten (10) business days from the date the notice was sent.
- It is the responsibility of the responding student or student organization to promptly resolve any

scheduling conflicts with respect to a scheduled hearing. The responding student or student organization has the right to request written postponement of a hearing; however, postponement is rarely granted unless there is a significant circumstance that is subject to the approval of Community Standards Staff.

- It is the responsibility of the responding student or student organization to promptly inform the Office of Community Standards of any conflict of interest with Hearing Board members serving on their hearing no later than five (5) business days prior to the hearing.
- Prior to the hearing, Board members will be asked if they have a conflict of interest in relation to this hearing. If a Hearing Board member indicates they are unable to remain impartial, they will be replaced with an alternate Hearing Board member, or if the chairperson believes they are unable to do so, the Board member shall be excused. The chairperson will also instruct the remaining Board members to give no weight to the prehearing information. The responding party will be notified accordingly.
- A responding or reporting party who wishes to submit relevant documentation in support of verbal statements must give copies to the Community Standards Staff at least three (3) business days prior to the hearing.
- All responding or reporting parties have the right to receive copies and review written information before the hearing. This information will be provided two (2) business days prior to the hearing. Community Standards Staff will ensure the distribution of materials to the Board.

In cases involving more than one responding student or student organization, the Director of Community Standards, or their designee, will determine whether the responding student(s) or student organizations will receive separate and distinct hearings. In making this determination, the Community Standards Staff will consider whether the conduct in question arises from a common set of facts, whether separate and distinct hearings would be confusing to the Board, or whether separate hearings would not permit the Board to consider the information in its proper context.

In cases where separate hearings are held, the Board has the discretion to hear all cases before determining an outcome in any one case. Therefore, the time frame for written notification will be extended until all cases have been heard.

All outcomes will be based on the written material and verbal statements presented to the Board.

Previous disciplinary action taken against a responsible responding student or student organization may be considered by the Board solely in the determination of a sanction once a determination of responsibility has been made. The responding student or student organization may voluntarily discuss details of their prior disciplinary history with the Board. Aside from this instance, the Board is not permitted knowledge of any such history until a finding of responsibility has been reached.

The Board's student chairperson will prepare a brief written summary and rationale to accompany the outcome determination. This will be made available for review, upon request, to the responding student or student organization after the outcome has been determined.

Although the College cannot compel the reporting party, the responding student or student organization, witnesses, or support person(s) to keep the case **confidential**, they are requested to abide by the same standard of confidentiality listed above to protect the integrity of the process and the privacy of those involved.

#### *Support Persons and Witnesses*

Both the responding student or student organization and the reporting party have the right to one (1) **support person**. The support person may be anyone who is not involved in the matter. Any parties planning to have a support person at the hearing must notify the Office of Community Standards at least five (5) business days prior to the hearing. *\*Note: hearings will not be rescheduled based on a support person's availability.*

- The support person's role is limited to providing support to a student or student organization leading up to and during the hearing process. During the hearing, the support person may not address the Board directly or speak directly to witnesses, but may confer at reasonable times, in a reasonable manner, with their student or student organization.
- The Community Standards Staff may exclude a support person from a hearing or terminate a student or student organization's right to have a support person, for good cause.
- The support person may not act as a witness for the student or student organization, and a current member of the Board may not serve as a support person.

The responding student or student organization and the reporting parties will be permitted to call and question **witnesses** on their behalf. Witnesses are often limited to those who have firsthand knowledge of the events being reviewed and may be limited at the Community

Standards Staff's discretion. All parties must present a written list of all witnesses to the Community Standards Staff for approval three (3) business days prior to the hearing. *\*Note: hearings will not be rescheduled based on a witness's availability.*

- The responding student or student organization and reporting parties are solely responsible for communicating with their witness(s) about the date, time, and location of the hearing. The list of witnesses will be included in the packet provided to the Hearing Board as well as the responding and reporting parties.
- Witnesses are called into a hearing when needed. They will not sit in on the entire hearing.
- Students or student organizations are not permitted to provide any character references or testimonials on their behalf for the benefit of the Board.

## The Hearing

If either the responding student or student organization, or reporting party fails to appear or chooses not to participate in the hearing, it will be the decision of the Advisor to the Board whether to reschedule the hearing or proceed without the benefit of input from that party. Hearings that take place absent of a party or with limited or no input from one of the parties is not considered grounds for an appeal.

At the start of a hearing, the responding student or student organization will be asked to respond to the policy violations of which they have been charged. They have the right to respond as follows: not responsible, or responsible. If the responding student or student organization is not present, they automatically enter a response of "not responsible".

The responding student or student organization and the reporting party will each be permitted to speak or present relevant written information on their behalf. Verbal statements may be limited by the board chairperson or the Board Advisor, should they become repetitious or if they are irrelevant, at their discretion.

The hearing will be recorded. The recording and all correspondence are confidential. The recording may be used if the responding student or student organization files for an appeal (as outlined in the appeal section of this document). The responding student or student organization may listen to the recording in preparation for the appeal process. The recording must be listened to in the Office of Community Standards and in the presence of a designated staff member.

Copies of the recording are not permitted. Recordings are retained until the end of the appeal process, after which they are destroyed.

## Order of the Hearing

The general order of a Hearing:

- Introduction of the case by Board chairperson and reading of the charge(s).
- Statement of responsibility.
  - The student(s) charged is asked to respond responsible or not responsible to the charges as read.
- Opening statements
  - Reporting Party(ies).
  - Responding Student or Student Organization.
- Questioning of the Responding Student or Student Organization and Reporting Party(ies) by the Board.
- Presentation of witness(es) by the Reporting Party(ies).
  - Questioning by Reporting Party(ies).
  - Questioning by Responding Student or Student Organization.
  - Questioning by Board.
- Presentation of witness(es) by the Responding Student or Student Organization.
  - Questioning by Responding Student or Student Organization.
  - Questioning by Reporting Party(ies).
  - Questioning by Board.
- Questioning of the Responding Student or Student Organization by the Reporting Party(ies).
- Questioning of the Reporting Party(ies) by the Responding Student or Student Organization.
- Questioning of the Responding Student or Student Organization and Reporting Party(ies) by the Board.
- Summation of the case by the Reporting Party(ies)
- Summation of the case by the Responding Student or Student Organization.
- Board breaks to discuss responsibility.
- Board reconvenes to announce determination of responsibility.
- Sanction Impact statements from the Responding Student or Student Organization and Reporting Party(ies).
- Board breaks to discuss sanctioning.
- Board reconvenes to announce sanctioning.

The procedural order may be changed during a hearing, should the chairperson deem it beneficial or to expedite the hearing process. The Responding and Reporting parties will address the Board according to the process outlined above.

**During a hearing, all questions will be directed to the chairperson, as they will facilitate questioning between the involved parties and witnesses.**

Disruptions of any kind will not be tolerated by the Board. In such circumstances, the Board chairperson may order the removal of the person causing such

disruption. Under extreme circumstances, and in consultation with the Advisor, the board may order the exclusion of that person's statements. Questions regarding procedures during the hearing should be directed to the chairperson. The Advisor will provide clarification when appropriate. In the absence of a Reporting Party, the Advisor will present information to the Board. The presentation of information will include the report to the College and any information gathered via a Community Standards and/or Public Safety investigation.

## Outcome of the Hearing

When a hearing is concluded, the Board adjourns with the Board Advisor present to discuss the information that has been presented, and to make a determination. After the discussion is complete, a vote is taken to determine responsibility of the responding student or student organization relative to each specific charge. A simple majority vote is sufficient for a finding. In its deliberations, the Board considers guidelines provided by the College in *Babson College's Community Code of Student Conduct*, the nature of the violation, and the impact of the violation on the individual(s), the Babson community, the municipalities, including Wellesley and Needham, and the College's reputation as a member of the community at-large. The Board views each case as distinct, which allows it to consider the unique aspects of every situation.

In deciding an appropriate sanction, the Board may consider any relevant past disciplinary record of the responding student(s) or student organization(s), including sanctions issued by other Student Accountability Officer(s)/body(s) and any failure by the student or student organization to fulfill sanction obligations (which may be referred to the Board for future action). The Board assumes the responsibility to consider any past information carefully and in perspective. The Board is not obliged to follow precedent with respect to sanctions imposed in other cases, but it may choose to do so when appropriate. A list of possible sanctions is available in the [sanction section](#) of this document (the list is not all inclusive). If a student or student organizations chooses to appeal, sanctions are held in abeyance until the exhaustion of the Appeals Process. Interim actions may stay in place through the conclusion of the Appeals Process.

## Notification of an Outcome

When the Board has reached a decision, the student or student organization will receive notification in writing within five (5) business days. A notification letter will be sent to the student's Babson email account. Failure to

fulfill requirements of a sanction may result in further disciplinary action or a hold being placed on the student's account.

All responding students or student organizations have the right to file an appeal of the outcome of a Hearing based on limited grounds outlined in this document. It is important to note that once imposed, sanctions are enacted immediately. While an appeal is pending, any sanction(s) may be suspended or modified at the discretion of the Director of Community Standards or their designee, as applicable. If the appeal is denied, the original sanction(s) will be immediately reinstated except applicable deadlines may be modified to accommodate the delayed period. If the responding student or student organization has been subject to Interim actions, those restrictions may stay in place through the conclusion of this Appeals Process unless otherwise informed in writing by the Director of Community Standards, or their designee. Please see the [Appeals Section](#) for details.

## Sanctions

The following is a list of possible sanctions available in the Student Accountability Process involving a responding student or student organization. This list is not exhaustive, and other sanctions may be imposed depending on the case.

### Alcohol and Other Drug Sanctions Wellness and Prevention Services Interventions

The sanctions listed below are designed to offer an opportunity for responding students or student organizations found responsible for Alcohol and Other Drug violations to reflect on their substance use, discuss any adverse impacts of their use, and provide important information promoting safe and healthy choices. These sanctions will be conducted by a confidential member of the [Wellness and Prevention Services Staff](#). Responding students or student organizations found responsible for Alcohol and Other Drug Violations will be sent a letter to their Babson email containing an Intake form, once this is completed, they may be assigned any of the following:

#### **BASICS (Brief Alcohol Screening & Intervention for College Students)**

BASICS is an educational intervention for college students around their alcohol use. The program is aimed at reducing the adverse effects of alcohol consumption, promoting reduced drinking and healthier choices, and provides important information and coping skills for risk reduction. BASICS is conducted over the course of two interviews with a member of the Wellness & Prevention Team.

#### **Individual Consultation**

Students are required to attend one individual meeting with a member of the Wellness & Prevention Team. The meeting will last approximately 45-60 minutes and is designed to offer an opportunity for students to reflect on their current substance use.

### **PFI (Personalized Feedback Intervention)**

An online PFI is a self-directed interactive intervention that asks students to reflect on their substance use through a series of survey questions. The online program will then provide generalized feedback based on the information that was provided. All information provided is confidential and will only be accessible to staff in Wellness & Prevention Services.

### **Substance Use Assessment**

The student is required to complete a Substance Use Assessment. The student is responsible for paying any necessary fees for this assessment. The assessment is designed to provide an opportunity for the student, with the assistance of a licensed clinician, to explore their substance use in a broader context by examining other social, emotional or psychological factors that may be contributing to the student's choices regarding their substance use. To successfully complete this sanction, a student is required to meet with the clinician for a minimum of two sessions. The Director of Counseling & Psychological Services will assist the student in finding an appropriate clinician to complete the assessment.

## **Change of Status Sanctions**

### **Provisional Period**

A period of time, typically no less than one semester, which is intended to foster reflection, responsibility, and improved decision making. During this period, the student is put on notice that any further violations of the *Community Code of Student Conduct* may result in harsher sanctions. This formal written notice indicates that the student is not in good standing with the College and their actions will be monitored during the specified period.

### **Disciplinary Probation with Conditions**

A period of time, typically no less than one semester, which is intended to foster reflection, responsibility, and improved decision making. During this period, the student is put on notice that any further violations of the *Community Code of Student Conduct* may result in harsher sanctions. This formal written notice indicates that the student is not in good standing with the College and their actions will be monitored during the specified period. The conditions will be determined based on the circumstances of the case and will include Loss of Privilege(s):

- **Loss of Privilege(s)**

- A specified period of time where a student or student organization has been restricted from accessing certain campus resources or participating in specific campus activities and/or leadership roles. Specific details of the restriction(s) will be provided in the outcome. Examples include: Resident Assistant, Peer Mentor, Participation in Greek Week, Attendance at Spring Concert, etc.

### **Deferred Loss of College Housing**

Although the responding student or student organization is not being removed from College housing at this time, future violations of college policy may result in the implementation of the sanction below.

### **Loss of College Housing**

The loss of the privilege to reside on-campus permanently or for a designated period of time. This sanction includes cancellation of room and board. Associated costs will be assessed in accordance with the cancellation policy as outlined on the Hub. This sanction may also include forfeiture of the right to participate in the housing lottery.

### **Deferred Suspension**

Although the responding student or student organization is not being suspended from the College at this time, future violations of college policy may result in the implementation of the sanction below.

### **Suspension**

Removal from Babson College for a specified period of time. During a suspension, a student may not register for or attend classes, participate in, or attend co-curricular activities or College events, live in the residence halls or access any College property or facility. This sanction includes a permanent transcript notation. Additional restrictions regarding transferable College credit may be imposed. Please refer to the Undergraduate Student Handbook and Graduate Student Handbook for policies regarding applicable refunds of semester charges. During a suspension, the student is expected to adhere to all College policies and will be held accountable for any violations during the period of suspension. The College may specify additional conditions for readmission after a suspension.

### **Deferred Expulsion**

Although the responding student or student organization is not being expelled from the College at this time, future violations of college policy may result in the implementation of the sanction below.

## **Expulsion**

Permanent removal from the College with no right to seek reinstatement. Expulsion also includes a permanent notation of the student's transcript.

## **Other Sanctions**

### **Ethics Workshop and Reflection**

A workshop designed to challenge the responding student or student organization's thinking and ethical decision-making process. The completion of the sanction is marked by the successful submission of a reflection activity determined by the Student Accountability Officer.

### **Meeting with Campus Administrator**

The Student Accountability Officer may deem it necessary that a student or student organization complete a predetermined number of meetings with another campus administrator.

### **Guardian Notification**

In cases involving undergraduate students, the Student Accountability Officer may determine that the student's guardian be notified of the violation and the assigned sanctions.

### **Reassignment to Another Room or Living Area**

When the behavior in question is deemed to be significantly detrimental to the residential community in which the student is residing, or to their roommates, the student may be required to relocate to another living area on campus designated by the College. This sanction is made in consultation with the Office of Residence Life. No guarantee of exact or similar housing accommodations can be made for every situation, nor shall it be a requirement.

### **Re-Entry Meeting**

Students or student organizations returning to campus or housing after a temporary removal are required to complete a re-entry meeting with a staff member from the Office of Community Standards or other administrator determined by the Student Accountability Officer. The student or student organization may also be assigned an ongoing support person.

### **Ongoing Support**

If the Student Accountability Officer deems appropriate, the student or student organization will be assigned to meet with an individual to facilitate the student or student organization's reacclimating to campus life. The

frequency of these meetings, and whom the support person is, will be determined by the Student Accountability Officer.

### **Restitution**

Students or student organizations found responsible for causing damage to private or College owned property are monetarily responsible for the cost of repair and/or replacement, and labor.

### **Other Educational Activity**

Students or student organizations may be assigned additional educational activities catered to their developmental needs. These activities may be created and assigned at the discretion of the Student Accountability Officer or Hearing Board and will be reviewed for completion by the Office of Community Standards.

## **Student Organization Specific Sanctions**

Possible sanctions specific to student organizations in addition to the above list of possible sanctions violations. The examples listed below each are potential sanctions and are not exhaustive:

### **Inability to Access College Funds:**

Rendering a student organization account inactive so as to prevent access to funds or services being granted or disbursed. This includes both generated revenue and Student Government Association funding. This sanction is typically imposed when there are concerns regarding the appropriate use of funds by the student organization.

### **Loss of Special Interest Housing**

The loss of the privilege to reside on-campus permanently or for a designated period of time. This sanction includes cancellation of room and board. Associated costs will be assessed in accordance with the cancellation policy as outlined on the Hub. This sanction may also include forfeiture of the right to participate in the housing lottery.

### **Organization Loss of Privileges:**

Restricting a College-Recognized Organization's ability to access College controlled benefits and resources (i.e., temporary loss of access to College and/or SGA funds, College space, Special Interest Housing Eligibility)

### **Organizational Provisional Period**

A period of time, typically no less than one semester, which is intended to foster reflection, responsibility, and

improved decision making. During this period, the organization is not prohibited from functioning fully, but they are put on notice that any further violations of the *Community Code of Student Conduct* may result in harsher sanctions. This formal written notice indicates that the organization is not in good standing with the College and its actions will be monitored during the specified period.

### **Organizational Disciplinary Probation**

A period of time where the organization's actions are subject to close examination. Probation is a notice to a student organization that their actions are of such serious nature that they may jeopardize their status as a student organization. The College shall refrain from suspending the student organization at this time, as long as the student organization meets all requirements during the probationary period. Violations committed during this period will be considered with prejudice by the decision-maker(s) and may result in an immediate removal from housing, suspension for a specified period, or removal. During this period an organization is not considered to be in good social standing with the College. There are two types of Probation:

1. *Disciplinary Probation without Conditions*: A period of time, typically no less than one semester, which is intended to foster reflection, responsibility, and improved decision making. During this period, the student organization is not prohibited from functioning fully, but they are placed on notice that any further violations of the *Community Code of Student Conduct* may result in more severe sanctions. During this period, the student organization actions will be monitored.
2. *Disciplinary Probation with Conditions*: A period of time that includes specific restrictions or requirements to be met during the probationary period, typically no less than one semester. The student organization will receive a written notification outlining the specific conditions of the probation. During this period, any further violations of the *Community Code of Student Conduct* may result in Suspension. When the probationary period has concluded and all conditions are satisfied, the student organization will be considered in good standing with the College.

### **Organizational Suspension Types**

Removal from Babson College for a specified period of time. During the period of suspension, the organization, and its members and/or supporters are prohibited from conducting any activity on campus or at off-campus College associated events that in any way promote the goals, purposes, identity, programs, or activities of the organization. The College may specify additional

conditions for readmission after a suspension. There are four types of suspensions/separation types for student organizations.

1. *Deferred Organization Suspension*: A conditional suspension stipulates the period of suspension when the student organization loses specific privileges associated with being a College-Recognized Organization and may be restricted in their operations. Conditional Suspension requires that the student organization complete assigned sanctions and meet certain requirements before they can fully return to good standing with the College. The purpose of the Conditional Suspension is to provide the student organization the opportunity to partner with the College to correct behavior that led to the suspension, and to realign the student organization's objectives with the college. The Conditional Suspension shall continue until the term of the suspension is complete and all conditions, as outlined in the sanction notification, are met.
  1. Organization Development Plan: During the Conditional Suspension period the student organization will work closely with their advisor(s) and/or coach to complete a reflection and development assessment to prepare them for reintegration into the campus community.
2. *Term Suspension*: A term suspension stipulates the period of suspension when the student organization loses all privileges associated with being a College-Recognized Organization and may not operate in any fashion. The student organization does not need to re-apply for recognition. When the term is complete and all conditions, as outlined in the sanction notification, are met, the student organization's recognition will be reinstated, and they may return to the College community.
3. *Removal*: Temporary separation of a student organization from the College for a designated period. These student organizations are permitted to re-apply for College recognition at the time designated in their sanction notification. The reapplication process may differ based on the type of College-Recognized Organization as outlined by the Office of Student Engagement.
4. *Permanent Removal*: Permanent separation of a student organization from the College. Student organizations that are permanently removed are not eligible to apply for recognition. Any change to this status must be approved by the Vice President of Learner Success and Dean of Campus Life or their designee.

**\*\*A Suspension or Removal of a College-Recognized Organization does not prohibit alumni groups derived from**

*the student organization from functioning. However, alumni groups may not promote the organization to enrolled students or recruit enrolled students for membership during the term of the Suspension or Removal.*

### **Plan of Action**

A plan, which outlines various actions the student organization must make in order to enhance itself and be a benefit to the College community.

## **Appeals Process**

Appeals are confined to a review of the case file based on one or more of the pertinent grounds for appeal described below. Appeals are not intended to re-hear the allegations or to constitute a new review of the case. It is not in the power of the Appeals Party to impose harsher sanctions than what has been previously assigned/is being appealed. It is also not in the power of the Appeals Party to reevaluate the level of an Academic Integrity case.

Absent clear and material error, appeals determinations are intended to be deferential to the original decision-maker. Findings should be revised by the Appeals Party only when remanding for reconsideration or granting a new hearing would be insufficient, impractical, or unnecessary. Sanctions should be revised by the Appeals Party only if there is a compelling justification to do so.

If a student chooses to appeal, sanctions will not be imposed until the exhaustion of the appeal process.

An appeal must be submitted within five (5) business days after the decision letter is delivered to the student's Babson email account. Any appeal submitted after five (5) business days may be rejected by the Director of Community Standards, or their designee.

An appeal may be made solely on the grounds of:

- Error in the charge, misapplication of the policy and/or error in the investigation or sanctioning process that has materially affected the outcome (e.g., substantiated bias, material deviation from established procedures, etc.),
- New information that could not have been discovered prior to the hearing through the exercise of reasonable diligence and that would have materially affected the outcome. A summary of this new evidence and its potential impact must be included in the written appeal; or
- The sanctions imposed fall outside the range of sanction guidelines and are grossly disproportionate to the violation(s) committed.

The Director of Community Standards, or their designee, shall act as the advisor for the Appeals Board. The

Appeals Board will only hear appeals from Educational Conferences where the responding student or student organization is **not** facing removal from housing and/or separation from the College.

The Vice President of Learner Success and Dean of Campus Life, or designee shall act as the appeal party for non-academic appeals from the Hearing Board. The Associate Dean of the Undergraduate School, the Associate Dean of the Graduate School, or their designee(s) shall act as the appeal party for academic appeals from the Hearing Board.

The appeal must be made in writing to the Office of Community Standards and must clearly and succinctly outline and explain how the specific grounds described above have been met. The responding student or student organization submitting the appeal has the burden of demonstrating how the above grounds have been met. The Appeals Party will review the following:

- the written appeal(s),
- written statement(s) from the responding student or student organization,
- written statement(s) from the Student Accountability Officer or the Advisor to the Board (when applicable),
- relevant case files.

Once assessed, the Appeals Party will take one of the following actions:

- Reject the appeal as improper based on the grounds articulated above.
- Uphold the original decision and/or sanction(s).
- Grant the appeal and:
  - Remand the case to be readdressed by a new Student Accountability Officer or hearing body;
  - Modify the sanction(s) by reducing the sanction. A rationale will be provided by the appeal officer when a sanction is modified.

Once an appeal outcome has been decided by the appropriate Appeals Party, the responding student or student organization will be notified of the decision within five (5) business days to their Babson email address.

## **Restorative Justice and Alternative Resolution Practices**

Not all reports of student behavior rise to the level of a potential policy violation and/or require a formal accountability process. As such, the Office of Community Standards offers a variety of services to help students and student organizations navigate conflicts and other difficult situations. Conflict is a normal, healthy, and

expected part of life and ideally is viewed as an opportunity to strengthen relationships, improve efficiency, and rectify underlying concerns that often otherwise go unaddressed. Resolving conflict is a vital part of the educational journey of the Babson student and entrepreneur.

Restorative Justice Practices refer to an array of voluntary processes available to address student behavioral concerns outside of formal processes and with particular emphasis on repairing harm and restoring trust. Within the Student Accountability Process, Restorative Justice Practices may be used in lieu of or in addition to any of the processes outlined above and is at the discretion of the Director of Community Standards in consultation with the involved parties. All parties involved in the incident must also voluntarily and freely consent to the use of Restorative Justice Practices and are free at any time prior to an agreed resolution to return to the formal process if the matter at hand involves a potential policy violation. A failure to abide by the agreed-upon resolution may result in the prolonged condition of the dispute which, if left unattended, may result in referral to the Student Accountability Process.

If, upon review of a report, the Director of Community Standards, or their designee, deems that a Restorative Justice Practice is appropriate, the Director will then provide the students or student organization(s) involved with the option of such methods and answer questions. Students and student organizations are encouraged to proactively seek out the Office of Community Standards and do not need to be referred to the Student Accountability Process to participate in these resolution methods. If a member of the community would like to proactively access conflict navigation services or pursue adaptive resolutions, they should reach out directly to staff members in the Office of Community Standards.

## Possible Pathways for Restorative Justice

All cases are unique and present distinct needs and circumstances for reparation. As such, the facilitator may work with the principal parties to map a pathway that addresses their needs. Following intake meetings with all principal parties, the facilitator will determine the most appropriate pathway to repair harms and restore trust. Regardless of the pathway, the involved parties have the option to have support persons with them throughout the process. Depending on how the pathway designed, individuals serving as support persons may be asked to take an active role in the Restorative Resolution.

The following is a list of examples of Pathways of Restorative Resolution, but is not encompassing of all possible mechanisms:

### Conflict Coaching

Conflict coaching is a one-on-one, private, and individualized conversation to talk through a conflict, explore concerns, frustrations, and goals; in addition to learning ways to manage and resolve conflicts in a way that meets the interests and needs of all parties involved. A conflict coach is someone who is empathetic, trained in conflict resolution, and can provide guidance on best practices for managing conflict effectively. The conflict coach supports the student in exploring and clarifying what their needs, desires, and viable options are with regard to the conflict. Conflict coaching is less about instructing or mandating how to manage the conflict, and more about empowering and supporting an individual with the confidence and skills to manage conflict on their own. Part of the goal of conflict coaching involves the individual exploring and learning about their individual's conflict style, habits, and ways to manage conflict more effectively in their lives beyond any one particular incident.

*Note that assigned conflict coaches are committed to student privacy, however, are not confidential resources.*

### Shuttle Mediation

Shuttle mediation is a process during which a mediator facilitates a negotiation to resolve a dispute between two or more parties without the parties meeting together at the same time in the same room. This option may be especially helpful for parties in a dispute who have reached a high level of frustration or anxiety due to the conflict and may be more effective in resolving the matter through indirect conversation with the other party(s). Each party of the conflict will have an opportunity to share their perspective, concerns, and desired outcomes. During this process, each party will share and write down their needs in a written agreement, which the facilitator will circulate - or "shuttle" - between the two parties until an agreement is found that is accepted by all parties.

### Facilitated Conversation

The goal of a facilitated conversation is to support a group of people in communicating openly and effectively. Sometimes, when tensions are high or there is a lot at stake, it can become difficult to understand and empathize with different perspectives and communicate effectively, calmly, and compassionately. An external and impartial facilitator can be helpful in moving a group discussion or process forward when there is disagreement, tension, or a sense of being stuck. Dialogue facilitators are available to support student groups, organizations or teams who are struggling to

manage a particular discussion or project on their own, including but not limited to student club meetings, sport teams meetings, and group projects.

### **Mediation**

Mediation is appropriate in situations that involve two or more individuals who are involved in a dispute, when all parties are willing to participate, and all parties are willing to seek a mutually agreed upon resolution. Mediation is a process in which disputants can share their perspectives, thoughts, and feelings surrounding a conflict in a structured manner by a trained and neutral mediator. The mediator facilitates a conversation between the disputants with the goal of reaching an agreement that satisfies the concerns presented and meets the standards of acceptable behavior in a community environment. The goal of a mediation is not to determine what is just or who is right or wrong, but rather to act as a catalyst in inspiring conflicting parties to define their issues, assert their interests and needs, enhance communication, and work together to find a solution. The role of the Mediator is not to create or impose a solution or offer College intervention to bring about an outcome, but rather to empower the parties to collaboratively come up with their own solutions. Examples of where mediation can be helpful include roommate conflicts, group project conflicts, cultural conflicts, and/or conflicts between friends, partners, and between students or student organizations.

### **Restorative Resolution for Interpersonal Harm**

Babson College remains committed to providing processes in which students or student organizations can repair harm and restore trust, whether in lieu of or in addition to a College disciplinary process involving a Babson student or student organization. The Restorative Resolution is a voluntary, remedies-based, structured interaction between or among impacted parties that balances support and accountability without formal, punitive disciplinary action against a responding student or student organization.

The philosophical approach of a Restorative Resolution focuses less on what policies have been violated and instead identifies who and what has been harmed and what actions are necessary to repair the harm and to restore trust in the variety of relationships between participants and the community. During a Restorative Resolution, participants work with facilitators through a shared, transparent, and fair decision-making process.

### **Appropriate Use of Restorative Resolutions**

A reporting party may find it useful to engage in a process with an invited party who acknowledges that the

reporting party and/or other participants have reported experiencing harm as a result of the responding student or student organization's behavior.

If parties are interested in exploring a Restorative Resolution, the Restorative Resolution facilitator will complete an intake meeting with each primary party to review the following parameters and assess for appropriateness:

- Participation in a Restorative Resolution is entirely voluntary. Both a reporting party and invited party, as well as any other participating individuals, must consent in writing to participation in a restorative resolution; The College will not pressure or compel a reporting party to engage in Restorative Resolution, to directly confront the invited party, or to participate in any particular form of restorative resolution;
- The relationship between the primary parties does not present significant power differentials (i.e., employment status, abusive relationships);
- There is no imminent risk or threat to the community.

All participating individuals must consent in writing to participation in Restorative Resolution. A written consent will also indicate that either party can choose to discontinue the Restorative Resolution at any time, prior to a signed outcome agreement, and pursue an investigative resolution. The College reserves the right to suspend or terminate a Restorative Resolution at any time, prior to parties formally agreeing to the terms in the signed outcome agreement and refer the case to an investigation/hearing.

### **Possible Measures of Outcome Agreements**

Not all pathways will require a signed agreement, however, if an agreement between parties is made via a Restorative Resolution, the following list represents some possible measures that are available for parties to consider. It should be noted that this list is not all encompassing as each agreement is drafted by the participants of the pathway:

- Amendment of a No Contact Order and/or Stay Away Provision;
- Restriction of one or more parties from participation in specific clubs, organizations, or events;
- Educational or developmental activities;
- One or more parties' referral to the College's Wellness and Prevention Services and/or Counseling & Psychological Services; or

Please note, signed agreements cannot include any measure that would constitute a violation of College policy or local, state, or federal law.

## Record Retention

Any agreements that are reached via a Restorative Resolution will be documented, signed in-person or via email by the reporting party and invited party, with oversight from the facilitator, and as relevant in coordination with the Title IX Coordinator. Signed resolution outcome agreements that parties enter voluntarily will not be considered a disciplinary record of the College, but like No Contact Orders and other preventative safety measures, the College may take disciplinary action against any student who the College concludes has violated terms of an agreement they have entered.

The College will maintain records of a Restorative Resolution Pathway pursuant to Community Standards protocol. Specifically, the records retained will include the notice of allegation, agreement of participation, and reparation agreement if applicable.

Internal facilitator notes of information shared during a Restorative Resolution Pathway, including references to minor policy violations pursuant with the College's amnesty policy, will not be retained nor referred to an investigation should parties dissolve a Restorative Resolution.

## Amnesty Policy / "I Call Because I Care"

The philosophy of the Office of Community Standards is to reward thoughtful decision making. If a situation arises in which an individual's health, safety, or well-being is in jeopardy, we encourage students to seek help through appropriate channels by contacting **Public Safety at 781-239-5555** and to stay with the individual until help arrives.

The Amnesty resolution method will be utilized when students and student organizations choose to seek help through appropriate channels; and when students choose to bring related serious violations (e.g., Hazing) by others to the attention of the College. This process applies to the individual(s) offering assistance, and/or notifying college officials, as well as the individuals in need of assistance. Under the Amnesty Resolution, students will meet with a Student Accountability Officer, and may be referred to Wellness and Prevention Services when and where applicable.

Matters resolved under medical amnesty will not result in a disciplinary record. However, actions related to other Community Code of Student Conduct violations (For example: Property Damage, Harassment, Theft, etc.) may be referred to the Student Accountability Process.

## Appendix A: Academic Integrity

Undergraduate and Graduate students are expected to abide by the expectations of Academic Integrity set forth by the *Babson College Community Code of Student Conduct*.

Students will not be permitted to withdraw from a course while they have a pending academic integrity complaint.

### Violations

The following is a broad overview of what constitutes a violation of the College's Academic Integrity Policies but is not intended to be an all-encompassing definition or set of examples.

#### Cheating

Using or attempting to use unauthorized materials, computing materials, information, or study aids in any academic exercise. Examples include, but are not limited to:

- Unauthorized use of notes, text, or other aids during an examination;
- Copying from another student's examination, research paper, case write-up, lab report, homework, computer disk, flash drive, etc.;
- Talking during an examination;
- Handing in the same paper/assignment/components of a paper for more than one course without the written or explicit permission of the instructors;
- Sabotaging another student's work or record;
- Looking over a test before it is given;
- Unauthorized use of a phone, laptop, calculator, and/or other hand-held electronic and non-electronic device(s) to conceal or store notes and/or transmit exam material;
- receiving assistance/help on an academic exercise from another person/resource without the expressed permission of the instructor.
- Unauthorized use of Artificial Intelligence in an academic exercise.

#### Fabrication

Unauthorized falsification, misrepresentation, or invention of any information, data, or citation in an academic exercise. Examples include, but are not limited to:

- Making up the data for a research project;
- Altering the results of a lab experiment or survey;
- Listing a citation for a source not used;
- Stating an opinion as a scientifically proven fact.

## **Facilitating Academic Dishonesty**

Knowingly helping or attempting to help another to violate any provision of this policy.

Examples include, but are not limited to:

- Inaccurately listing a co-author of a paper, case write-up, or project someone who did not contribute;
- Sharing a take-home examination, homework assignment, case write-up, lab report, etc., with another without the expressed permission of the instructor;
- Taking an examination or writing a paper for another student.

## **Plagiarism**

Intentionally or unintentionally representing the words or ideas of another as one's own in any academic exercise by failing to provide proper documentation of source by way of footnote, endnote, or intertextual note. Students are also responsible for appropriately citing work they've previously created and submitted for an academic exercise. The following sources demand documentation:

- Word-for-word quotations from a source, including your own work from a
- Previous academic exercise or another student's work;
- Paraphrasing the ideas of others, including another student's work;
- Facts not apt to be found in many places;
- Information obtained from internet sources;
- Radio and television programs, interviews, and telephone conversations.

## **Participation in Academically Dishonest Activities:**

Seeking to create an unfair advantage for a student, oneself, or others over other community members.

Examples include, but are not limited to:

- Stealing an examination or seeking access prior to its administration;
- Purchasing or otherwise obtaining a pre-written paper through a mail-order, internet or similar service;
- Selling, loaning, or otherwise distributing materials for the purpose of cheating, plagiarizing, or carrying out other academically dishonest acts;
- Alteration, theft, forgery, and/or destruction of the academic work of other students, library materials, laboratory materials, or academic records, including transcripts, course registration, course syllabi, and examination/course grades;
- Intentionally missing an exam or assignment deadline to gain an unfair advantage;

- Misrepresenting or falsifying your class attendance or participation in required activities or that of another student;
- Intentional misrepresentation of academic information on a resume or job application. Including: grade point average (GPA), coursework, rank, grades earned, and honors received;
- Sharing group work with outside parties (including, but not limited to, recruiters and employers) without the written consent of all contributing individuals.

## **Unauthorized Collaboration**

Instances when students, all claiming sole authorship, submit or attempt to submit separate reports or other materials that are substantially similar to one another, or which contain duplicate or paraphrased passages.

## **Academic Integrity Resolutions**

Oversight of the resolution of academic integrity concerns is shared between the Director of Community Standards, Manager of Academic Integrity, Vice President of Learner Success and Dean of Campus Life, and academic leadership of the College. Reports of academic integrity violations from community members should be reported to the applicable faculty member relative to the course and/or the Office of Community Standards.

Faculty are instructed to refer their observations, as well as any relevant information and documentation via the Academic Integrity Concern Report Form. In cases of alleged academic integrity violations, until the matter is resolved, the student will receive a grade of Incomplete ("I") for the work and/or course in question. If a student is found responsible for academic misconduct, academic sanctions will be assigned. If and when it is determined that a student is not responsible, they will be given a grade on the work in question without receiving an academic penalty.

## **Academic Integrity Resolution Process**

Following the receipt of an Academic Integrity Report form, the Director of Community Standards, the Manager of Academic Integrity, or their designee, will begin a review of all submitted materials. During the course of the review, additional information may be gathered. At the conclusion of the review, if sufficient information exists to support a charge of a policy violation the incident will then be reviewed per Educational Conference procedures outlined above. In cases where there is insufficient information to charge a student with a policy violation, the faculty member reporting the alleged violation will be notified.

## Academic Integrity Sanctions

Possible sanctions for academic integrity violations include, but are not limited to:

### **Provisional Period**

A period of time, typically no less than one semester, which is intended to foster reflection, responsibility, and improved decision making. During this period, the student is put on notice that any further violations of the *Community Code of Student Conduct* may result in harsher sanctions. This formal written notice indicates that the student is not in good standing with the College and their actions will be monitored during the specified period.

### **Disciplinary Probation with Conditions**

A period of time, typically no less than one semester, which is intended to foster reflection, responsibility, and improved decision making. During this period, the student is put on notice that any further violations of the *Community Code of Student Conduct* may result in harsher sanctions. This formal written notice indicates that the student is not in good standing with the College and their actions will be monitored during the specified period. The conditions will be determined based on the circumstances of the case and will include Loss of Privilege(s):

- **Loss of Privilege(s)**
  - A specified period of time where a student has been restricted from accessing certain campus resources or participating in specific campus activities and/or leadership roles. Specific details of the restriction(s) will be provided in the outcome. Examples include but are not limited to: Academic Awards, Study Abroad, Ineligibility for Certain Student Leadership Positions, etc.

### **Academic Integrity Seminar**

An online seminar targeting the role of honesty, ethics, and trust in the decision-making process both inside and outside of higher education. This seminar is created, managed, and facilitated by the Manager of Academic Integrity or their designee.

### **Academic Integrity Violation Transcript Notation**

Students found responsible for a serious or repeated academic integrity violation may have a permanent transcript notation designated to the class in which the academic integrity violation occurred.

### **Course Grade Reduction**

The student will receive a grade or percentage reduction on the overall course grade for an academic integrity violation.

### **Grade Reduction on Assignment**

The student will receive a grade or percentage reduction on the assignment in question for an academic integrity violation.

### **Zero on a Paper, Project, Examination, or Course Component**

The student will receive a "0" (zero) grade on a paper, project, examination, or relevant course component(s) of the overall course grade for an academic integrity violation.

### **Failure in a Course**

The student will fail the course, without reimbursement, for an academic integrity violation. The student's official transcript will reflect the letter grade of "F."

### **Other Educational Activity**

The student may be assigned additional educational activities catered to their developmental needs. These activities may be created and assigned at the discretion of the Student Accountability Officer or Hearing Board and will be reviewed for completion by the Office of Community Standards.

### **Deferred Suspension**

Although the responding student or student organization is not being suspended from the College at this time, future violations of college policy may result in the implementation of the sanction below.

### **Suspension**

Removal from Babson College for a specified period of time. During a suspension, a student may not register for or attend classes at Babson College, will not be permitted to transfer credits from another institution taken during the separation. They also may not participate in or attend curricular activities or College events, live in the residence halls or access any College property or facility. This sanction includes a permanent transcript notation. Additional restrictions regarding transferable College credit may be imposed. Please refer to the

Undergraduate Student Handbook and Graduate Student Handbook for policies regarding applicable refunds of semester charges. During a suspension, the student is expected to adhere to all College policies and will be held accountable for any violations during the period of suspension. The College may specify additional conditions for readmission after a suspension.

### Deferred Expulsion

Although the responding student is not being expelled from the College at this time, future violations of college policy may result in the implementation of the sanction below.

### Expulsion

Permanent removal from the College with no right to seek reinstatement. Expulsion also includes a permanent notation of the student's transcript.

## Leveling System

Based on the circumstances surrounding an alleged violation of academic integrity, the allegation will be considered to be a Level 1, Level 2, or Level 3. This determination will be made by the Director of Community Standards, the Manager of Academic Integrity, or their designee. Levels will be used to outline the potential sanctions that a student may be assigned if ultimately found responsible for a violation. This determination does not impact the review process for a case and is only to be used when determining appropriate sanctions. **Level 1** incidents are considered the least egregious violations of policy. **Level 2** cases are considered moderately egregious violations of policy. **Level 3** cases are considered the most egregious violations of policy.

The factors that may be considered when determining the level of an alleged violation include but are not limited to:

- Impact of an assignment in question on the final grade of course;
- Level of premeditation involved in the violation;
- Potential harm to classmates or Babson community members as a result of the behavior;
- Academic experience of the responding student;
- Graduate or Undergraduate status of the responding student;
- The responding student's history of academic integrity violations.

Any allegations of repeated violations of academic integrity policies will result in a case being addressed as Level 2 or Level 3, regardless of details of the allegation.

Some examples of behaviors that may constitute violations of the different levels, include but are not limited to, the following:

#### Level 1:

- First-time plagiarism or cheating on a minor course assignment;
- A spontaneous decision to access prohibited material during a minor quiz or assignment.

#### Level 2:

- First-time plagiarism or cheating on a major course assignment;
- Repeated plagiarism on minor course assignment(s);
- A premeditated decision to access prohibited material;
- A coordinated plan to provide or receive prohibited assistance;
- Fabricating sources or data that does not exist;
- An alleged repeated violation.

#### Level 3:

- Rendering payment completion of one's academic exercises;
- Repeated plagiarism on a major course assignment;
- Stealing exam materials from a professor;
- Sabotaging another student's project
- Selling completed academic exercises to other students.

Outside any extenuating circumstances, the sanctions specified below are minimum sanctions imposed by policy violation of each level type. Students may receive sanctions from one or more of the categories below, corresponding to the assigned violation level. They may receive additional sanctions as deemed appropriate given the specific circumstances of a particular violation/incident. See complete definitions of violations above.

Violation Level	Academic Sanction	Educational	Sanction	Change of Status Sanctions
Level 1	Reduced Grade on the Assignment <b>through</b> Failure in the Course	Academic Seminar	Integrity	Provisional Period <b>through</b> Disciplinary Probation with Conditions
Level 2	Failure on the Assignment <b>through</b> Failure in the Course w/ Transcript Notation	Academic Seminar Additional EdSanction	Integrity and/or Educational	Provisional Period <b>through</b> Suspension
Level 3	Failure in the Course <b>through</b> Failure in the Course w/ Transcript Notation	Academic Integrity Seminar and/or Additional Educational Sanction		Disciplinary Probation with Conditions <b>through</b> Expulsion

## Appendix B: Alcohol and Other Drugs

### Alcohol Policies

Babson College is committed to educating students on responsible decision making, including decisions relating to consumption of alcohol. In accordance with the College's liquor license and Massachusetts state law, alcohol and open containers are restricted throughout all Babson College facilities and residence halls on Babson's Campus, with the exception of inside Roger's Pub during bar service hours. No outside alcohol is permitted inside Roger's Pub at any time. All students must present two forms of identification in order to obtain a 21+ wristband from Babson College Dining Services at Roger's Pub. Students under the age of 21 will be permitted inside Roger's Pub before 9pm. After that time, Roger's is 21+ only and underaged individuals will be escorted out by Public Safety Officers.

### Alcohol-related Policy Definitions

#### **Possession or Consumption of Alcohol by an Underaged Individual**

The Possession, consumption and/or transport of alcohol by individuals under the age of 21, the Massachusetts legal drinking age. If a student over the age of 21 lives with underage students in a Babson College residence hall, alcohol cannot be stored within the belongings of the underage individual.

#### **Overconsumption of Alcohol**

Intoxication requiring medical and/or staff attention, regardless of age and not protected under the College's Amnesty/ "I Call Because I Care" Policy. See pg. 37 for more information about Babson's Amnesty Policy.

#### **Providing Alcohol to Underaged Individuals**

Providing alcohol to individuals under the Massachusetts legal age of 21. Including, allowing underage students to consume alcohol in an on or off-campus residence.

#### **Drinking Paraphernalia/Drinking Games**

Items that are being used, or could be used, in connection with any drinking game and/or the promotion of rapid, mass, or otherwise dangerous consumption of alcohol. This includes but is not limited to items such as funnels and tabletops used in conjunction with drinking games. The College reserves the right to immediately and permanently confiscate all drinking paraphernalia. Including, shot glasses and empty alcohol bottles. This policy applies to individuals of the legal drinking age, as well as underage ones.

#### **Open Container**

Possession or consumption of alcohol in outdoor areas of the College and/or in-residence hall hallways. Exceptions may apply for college-approved events.

#### **Unauthorized Locations/Events for Alcohol Consumption**

Possession or consumption of alcohol in unauthorized locations or events including, but not limited to, at athletic events, in Trim Dining Hall, or in the Reynolds Campus Center.

#### **Central Source**

Possession, use and/or distribution of any central source of alcohol. A central source may include but is not limited to items such as a keg, pony keg, beer ball, and/or punch bowl. The College reserves the right, in its sole discretion, and given the specific circumstances of a given incident, to determine the volume of alcohol which constitutes a central source.

#### **Alcohol Delivery**

The commercial delivery of alcohol to Babson College, to individual students and/or student organizations. This includes but is not limited to College residence halls and other College buildings.

### Massachusetts State Alcohol-Related Laws

Massachusetts state law subjects an individual to fines ranging from \$300 to \$2,000, loss of driver's license, and/or imprisonment for the following acts:

- sale or delivery of alcohol to anyone under 21 years of age;
- possession, purchase, delivery, or transportation of alcohol by anyone under 21 years of age;
- misrepresentation or falsification of identification in order to purchase alcohol.

The law further states that anyone who wishes to purchase alcohol must show, upon request, a valid Massachusetts driver's license, Massachusetts Liquor Identification card, passport, or Military Identification card indicating that they are 21 years of age or older.

Individuals who operate a motor vehicle while under the influence of alcohol are subject to criminal prosecution in addition to disciplinary action by the College.

### Drug Policies

The possession and use of cannabis remains illegal under federal law. Although Massachusetts state law permits the use of cannabis, Babson College must comply with state and federal laws regarding the use of nonprescription drugs. Consistent with federal law,

including the Drug-Free Schools and Communities Act of 1989, the use and/or possession of cannabis continues to be prohibited by Babson College.

Students who obtain a medical registration card from the Massachusetts Department of Public Health for medical cannabis should contact the Associate Vice President for Student Success for information regarding College policies and resources.

### Drug-Related Policy Definitions

#### Drug Use and/or Possession

Possession or consumption of illegal drugs, prescription medications belonging to another individual, and/or the misuse of prescription or other medications. The use and/or possession of cannabis, even for medical use, is also prohibited.

#### Drug Paraphernalia

Use, possession, manufacture, distribution, and/or sale of drug paraphernalia or other items used in preparing or consuming drugs.

#### Distribution, Sale, or Manufacture of Drugs

Distribution, sale, and/or manufacture of drugs (illegal and prescription) including the cultivation of drugs, any other form of distribution or intention of distribution, even to one person and/or knowingly allowing another to use personal prescription medication.

### Drug Free Schools and Communities Act of 1989

The Drug-Free Schools and Communities Act of 1989, as amended, requires that Babson College annually distribute information regarding the unlawful use, possession, or distribution of illicit drugs and alcohol by students and employees on College property or as a part of any of its on campus or off-campus activities. Babson College’s standards of conduct regarding drugs and alcohol abuse are described above, along with the 55 health risks associated with substance abuse. In compliance with the Act, the College has set forth sanctions under federal and state law for the illegal possession, use, or distribution of drugs and alcohol, as well as the range of sanctions for violations of the College’s policies regarding substance abuse. Persons who violate the College’s policy regarding alcohol and drugs as described above are subject to appropriate disciplinary action including counseling, probation, suspension, expulsion, and referral to law enforcement authorities for investigation and/or prosecution. The Drug-Free Schools and Communities Act Amendment of 1989 requires that a description of health risks associated with drug use and alcohol abuse be

distributed to Babson students. Potential health risks resulting from alcohol and drug abuse include, but are not limited to, the following:

- Aggressive behavior
- Heart attack
- Physical dependence
- Brain damage
- Hepatitis
- Pneumonia
- Bronchitis
- Impotence
- Pregnancy complications
- Ulcers
- Cancer of the esophagus
- Irritability
- Relationship problems
- Cirrhosis of the liver
- Malnutrition
- Respiratory arrest
- Delirium tremens
- Meningitis
- Sleep problems
- Fluctuating moods and emotions
- Pancreatitis

Resources are available to assist Babson students in understanding and dealing with drug and alcohol misuse. You can receive information about on campus resources, or how to get connected to off campus resources, please visit [the Student Resources](#) page.

Outside any extenuating circumstances, the sanctions specified below are minimum sanctions imposed by policy violation of each type. Students or student organizations may receive sanctions from one or more of the categories below, corresponding to the assigned violation. They may receive additional sanctions as deemed appropriate given the specific circumstances of a particular violation/incident. Repeat and/or egregious violations may incur harsher sanctions. See complete definitions of violations on pg. 44

	Educational Sanctions	Change of Status	Additional Sanctions
Possession/ Consumption of Alcohol; Drug Use/ Possession	Wellness and Prevention Intervention	Provisional Period <b>through</b> Expulsion	Other Educational Sanction(s); Recommended next sanction(s); Other intervention(s)
Alcohol Paraphernalia/ Drinking Games; Drug Paraphernalia	Wellness and Prevention Intervention	Provisional Period <b>through</b> Expulsion	Other Educational Sanction(s); Recommended next sanction(s); Other intervention(s)

	<b>Educational Sanctions</b>	<b>Change of Status</b>	<b>Additional Sanctions</b>
Providing Alcohol to Underage Individuals; Distribution/Sale of Drugs	Wellness and Prevention Intervention	Provisional Period <b>through</b> Expulsion	Other Educational Sanction(s); Recommended next sanction(s); Other intervention(s)
Open Container	Wellness and Prevention Intervention	Provisional Period <b>through</b> Expulsion	Other Educational Sanction(s); Recommended next sanction(s); Other intervention(s)
Unauthorized Locations/Events for Alcohol Consumption	Wellness and Prevention Intervention	Provisional Period <b>through</b> Expulsion	Other Educational Sanction(s); Recommended next sanction(s); Other intervention(s)
Central Source	Wellness and Prevention Intervention	Provisional Period <b>through</b> Expulsion	Other Educational Sanction(s); Recommended next sanction(s); Other intervention(s)
Alcohol Delivery	Wellness and Prevention Intervention	Provisional Period <b>through</b> Expulsion	Other Educational Sanction(s); Recommended next sanction(s); Other intervention(s)

## Appendix C: Computer Code of Ethics Acceptable Use of Campus Network and Computing Systems

Computer abuse affects everyone who uses computing facilities and results in significant expense to the College. The same moral and ethical behaviors that apply in the non-computing environment apply in the computing environment. Babson College treats access and use violations seriously. Access to the College computing facilities and information resources is a privilege granted to the College's students, faculty, administrators, and staff. Access to the College's computing facilities and information resources may be restricted or terminated at the College's sole discretion based on the following factors: failure to comply with relevant laws and contractual obligations (including the terms of any

license agreements); the risk of damage or loss to the College; the impact of a violation upon the community or third parties; and costs incurred by the College in responding to abuses of the system.

It is the responsibility of each community member to use the services provided by the College's campus network and computing systems appropriately and in compliance with all College, town, county, state, and federal laws and regulations. Furthermore, users are expected to use computer, electronic mail, and network services in an effective, ethical, responsible, and efficient manner consistent with the instructional, research, public service, and administrative goals of the College. This policy covers all persons accessing a computer, telecommunications, or network resource at Babson College, including the campus data network, electronic mail, file sharing, printing, Web services, telephone services and cable television. College computing systems are College resources and may be provided to employees for business purposes. Computers and the information contained on them are the property of the College and may be accessed by College officials at any time.

College policy and relevant laws apply to use of the College's network and computing services. Actions that are unacceptable in the College community also are unacceptable on the network, computing systems, and other electronic services including:

- harassment in any form;
- failure to respect the rights and property of others;
- forgery or other misrepresentation of one's identity;
- distribution, redistribution, attempted downloading, or downloading of copyrighted materials without the permission of the copyright owner.

In addition, these policies specific to Babson's network and electronic services apply:

- College systems, networks, and electronic services may be used only for legal purposes and to access only those systems, software, and data for which the user is authorized.
- College systems, networks, and electronic services are provided only for uses consistent with the academic mission of the institution. They may not be used for private, commercial, or partisan political purposes, for personal gain, for unsolicited advertising, nor in any way that jeopardize the College's tax-exempt status. College facilities may not be used to provide Babson College network Internet access, cable television or telephone service to anyone outside of the Babson College

community for any purpose. The College's conflict of interest and consulting/outside employment policies also apply.

- College facilities may not be used in ways that violate the privacy rights of
- individuals, the College's confidentiality policy or related laws.
- Information resources licensed by the College for the use of its students, faculty, or staff may not be retransmitted outside of the College community. Examples include Encyclopedia Britannica (Online), site-licensed software, and commercial cable television service.
- Network, cable TV, and telephone services and wiring may not be modified or extended beyond the area of their intended use. This applies to all wiring, hardware, and in-room jacks.
- Computer users may not assign an IP number to their machines. IP numbers are assigned dynamically.
- Manually assigning an IP number to one's machine may disrupt the network access of another user.
- Users with special needs may request a non-DHCP IP address from the Service Center.
- All members of the Babson community who use the College's computing resources must act responsibly.
- This includes, but is not limited to, respecting the rights of other computer users, abiding by all pertinent licensing and contractual agreements, and taking reasonable steps to protect the security of one's computer and electronic identity (i.e. changing passwords frequently, logging off each time you leave your computer, locking computer, etc.).

All electronic and telephonic communication systems and all communications and stored information sent, received, created on, or contained in the Babson systems are the property of the College, and as such, are to be used for job-related purposes. While members of the Babson community may make incidental personal use of Babson technology resources, it must be done in accordance with all College policies and relevant laws and at a level that is determined to be reasonable with respect to the use of College resources.

You should not consider any material on these systems to be private. Even erased or deleted material may remain available. While the College respects the privacy of its users, the College reserves the right to look at, listen to, or use anything on its systems and equipment, in its sole discretion, with or without notice, at any time and to bypass any passcode. Circumstances for such action may include, but are not limited to, protecting the College from liability; complying with requirements of the law, regulations, or College policies; protecting the integrity, security, and proper functioning of the College's

computing systems; investigating violations of the law, regulations, or College policy; and enforcing College policy and adjudicating violations.

The campus network is a shared resource. Therefore, network uses or applications that inhibit or interfere with the use of the network by others are not permitted. (For example, applications which use an unusually high portion of network bandwidth for extended periods of time, thus inhibiting the use of the network by others, are not permitted.)

Users must know and obey the specific policies established for the systems and networks they access. They have a responsibility to stay informed of changes and adapt as needed. For any questions related to the computing policies at Babson, please contact the IT Service Center.

Administrators of the network, computer systems, and other electronic services have the responsibility to protect the rights of users, to set policies consistent with those rights, and to publicize those policies to their users. They have authority to control or refuse access to the network or other services to anyone who violates these policies or threatens the rights of other users.

Anybody who is active on any online communities (i.e., facebook.com, Instagram, etc.) must be aware that any information, including personal Web logs and pictures, posted on these websites is public information. While the College does not typically review these online communities in an ongoing manner, if the College is made aware of any online posting which it deems to be problematic or indicative of policy violations, it reserves the right, but not the obligation, to respond.

Violations of the Computer Code of Ethics/Acceptable Use Policy will be treated as violations of College policy and may result in disciplinary action including, but not limited to, loss of network and laptop privileges. Prosecution under state and federal laws also may apply.

The College will respond in the following way after receiving notification of the transmission (upload or download) of copyrighted electronic files without the permission of the copyright owner. See below for sanctioning information related to illegal download cases.

For Undergraduate Students:

- First Notification/Official Warning: The Office of Community Standards will send an email to the student with a copy of the notice the College received regarding the transmission. The email will ask the student to remove the software and the copyrighted files from their computer. The email

will remind the student of the policy, explain that they have received an official warning and will indicate that future violations of the policy will result in disciplinary action.

- Second Notification: The Office of Community Standards will charge the student with a violation of the Computer Code of Ethics/Acceptable Use policy. If the student is found responsible, the student will lose laptop privileges for seven days.
- Third Notification: The Office of Community Standards will charge the student with a violation of the Computer Code of Ethics/Acceptable Use policy. If the student is found responsible, the student will lose Babson network privileges for a specified period of time.

For Graduate Students:

- First Notification/Official Warning: The Office of Community Standards will send an email to the student with a copy of the notice the College received regarding the transmission. The email will ask the student to remove the software and the copyrighted files from their computer. The email will remind the student of the policy, explain that they have received an official warning and will indicate that future violations of the policy will result in disciplinary action.
- Second Notification: The Office of Community Standards will charge the student with a violation of the Computer Code of Ethics/Acceptable Use policy. If the student is found responsible, the student will lose network privileges for a specified period of time.

The sanctions specified above are minimum sanctions. They may include additional sanctions as deemed appropriate given the specific circumstances of a particular violation/incident.

## Appendix D: Fire Life and Safety

The residence halls are equipped with automated fire protection systems that are monitored 24 hours a day by Babson Public Safety. Each room has an early detection smoke alarm, and the hallways are equipped with smoke detector units. Additionally, there are emergency pull stations in every hallway and fire extinguishers in the hallways and in every kitchen area. Babson also permits students to have an ABC fire extinguisher. Training for fire extinguisher use is available through Babson Public Safety. All Babson community members shall immediately exit the building in a safe and orderly manner during a fire alarm.

### In Advance

- Become familiar with fire equipment, fire exits, and evacuation procedures.
- Keep rooms and public areas free of fire hazards.
- Report all damaged or inoperable fire equipment to the Office of Public Safety at x5555.
- Participate in all fire drills in your residence hall.

### In Case of Fire

- Sound the nearest campus alarm or activate the nearest emergency pull station. These are linked automatically with the Wellesley Fire Department and Public Safety.
- Use fire extinguishers only on small fires that are not spreading and never attempt to extinguish the fire if you are in jeopardy or feel uncomfortable doing so.
- When possible, shut windows, unlock and close doors, and leave the lights on.
- Alert other occupants on the way out, if possible.
- Keep the driveways clear and stay at least 100 feet from the building.
- Do not re-enter the building until it has been cleared by the Fire Department.

### Prevention

- Do not overload electrical circuits and only use laboratory tested appliances (UL listed). Replace damaged wires.
- Do not use hookahs, candles, cigarettes/e-cigarettes, cigars, incense, open flames, propane tanks, hot plates/burners, or halogen lamps.
- Extinguish all smoking material before disposing of it in a nonflammable container.
- Storage of bicycles, chairs, desks, and other combustible items is prohibited in all exit ways. Blocked exits have caused "chain reaction" pile ups of fallen people during emergencies.
- Storage of E-bikes or other lithium-ion battery powered scooters are prohibited within residence halls.
- Never store flammable liquids of any kind.
- Never store flammable gas or liquid in or near a residence hall.
- Never prop open a door.
- Never tamper with or damage door hardware or door lock/safety equipment (including warning alarms).

Students are encouraged to play an active role in fire prevention and security in their buildings by doing the following:

- never propping open an exterior door;
- not allowing suspicious or unknown persons into a building;

- never pulling or forcing a door open or damaging or tampering with any door or safety equipment.

Any violation of these precautions is a violation of College policy and may be referred to the College's Student Accountability Process. It also may constitute a crime. Students should contact

Public Safety if they observe unauthorized people in a residence hall. Please refer to MA state law if you have any questions.

## Prohibited Items

Due to the serious risk of injury to persons and property and to minimize fire and safety hazards within the residence halls, the following items including, but not limited to, are prohibited in the residence halls:

<ul style="list-style-type: none"> <li>• Air Conditioner</li> <li>• Coffee Makers <ul style="list-style-type: none"> <li>◦ Keurig/One Cup machines are permitted.</li> </ul> </li> <li>• Coffee Mug Electric Warmers</li> <li>• Coil Immersion Heaters for Cooking</li> <li>• Covered Smoke Detector or Sprinkler</li> <li>• Head</li> <li>• Cut Trees, Branches or Greens</li> <li>• Deep Fat Fryer</li> <li>• Dishwasher</li> <li>• Electric Blankets</li> <li>• Electric Frying Pan or Skillet</li> <li>• Extension cords <ul style="list-style-type: none"> <li>◦ Must be grounded three prong surge protectors with an off/on switch.</li> </ul> </li> <li>• Fire Pit</li> <li>• Fireplaces</li> <li>• Fireworks</li> <li>• Flag, Banner or Satellite Dish out of window</li> <li>• Flammable Liquid Fog, Smoke or Foam</li> <li>• Machines</li> <li>• Fondue Pot</li> <li>• George Foreman Grill</li> <li>• Grill (gas, charcoal, electric) <ul style="list-style-type: none"> <li>◦ Not college supplied.</li> </ul> </li> <li>• Halogen Lamp</li> <li>• Hanging items from pipes or ceiling</li> <li>• Heating Pads without Automatic Shutoff</li> </ul>	<ul style="list-style-type: none"> <li>• Hookahs</li> <li>• Hot plates</li> <li>• Hot Pots</li> <li>• Hoverboards, E-Bikes, other Lithiumion scooters</li> <li>• Incense, Incense Burners, Candles, other types of open flame devices</li> <li>• Irons without Automatic Shutoff</li> <li>• Lava Lamp</li> <li>• Microwaves larger than .8 cubic feet/700 watts <ul style="list-style-type: none"> <li>◦ Allowed microwaves must be kept properly cleaned and maintained.</li> </ul> </li> <li>• Oil Lamp</li> <li>• Paper Lanterns with Bulb</li> <li>• Personally Owned Space Heaters</li> <li>• Popcorn Popper</li> <li>• Propane Tank</li> <li>• Refrigerators larger than 5.0 cubic feet</li> <li>• Rice Cooker</li> <li>• Sandwich Maker</li> <li>• Slow Cookers</li> <li>• Smoking Cigarettes/E-cigarettes</li> <li>• Non-Led String Lights</li> <li>• LED String/Strip lights with adhesive backing</li> <li>• Sunlamps</li> <li>• Toaster Oven/Toaster</li> <li>• Waffle Iron</li> <li>• Water boiler Without an automatic shut off feature.</li> </ul>
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Items found to be in violation of this policy will be confiscated and students found to be in possession of those items will be referred to the Student Accountability Process. In the event Public Safety, Residence Life, or other campus officials identify an item

not on this list that is inherently dangerous and/or presents a risk of fire or injury, the student may be asked to have it removed from campus.

Appliances such as toasters, toaster ovens, and other heat-producing cookware are permitted in residential living areas and suites that currently have working cooktop ranges. These items can be stored in the room (not plugged in) but may only be used in the residential living areas and suites that have working cooktop ranges. Excessive appliances in these areas will be evaluated and may result in removal of appliances by Residence Life.

The setting of fires is strictly prohibited. Violators are subject to immediate referral to the College's Student Accountability Process and/or the appropriate law enforcement agency for possible legal action. When a fire alarm is sounded, whether established as actual or false, the building must be evacuated immediately. Any individual failing to vacate a building during a fire alarm may be referred to the College's Student Accountability Process.

Tampering with fire extinguishers, fire protection equipment, or fire exits is a criminal offense. Students found responsible for doing so may be subject to criminal prosecution and College disciplinary action if malicious or unintentional damage is done to fire equipment including, but not limited to, pull boxes, hoses, smoke alarms, heat sensors, and fire extinguishers.

In the event that a pulled alarm box or activation of the alarm system is determined to be malicious, disciplinary action may be taken, including revocation of campus housing privileges, suspension, or expulsion from Babson. Violators will be reported to the Wellesley or Needham fire departments for possible criminal prosecution.

Finally, if modifications to the fire equipment are deemed necessary because of misuse or damage, those determined responsible will be billed for the cost of repairs. If no individual(s) is found responsible, the residents of the hall or a portion thereof will be billed. All fines are due within 10 days following the billing, which will occur as soon after the event as possible. If an individual is not held responsible for the malicious activation of a fire alarm, the residents of the floor/wing section and/or building may be collectively responsible for a \$250 College fine for each alarm.

Outside any extenuating circumstances, the sanctions specified below are minimum sanctions imposed by policy violation of each type. Students or student organizations may receive sanctions from one or more of the categories below, corresponding to the assigned violation. They may receive additional sanctions as deemed appropriate given the specific circumstances of a

particular violation/incident. Repeat and/or egregious violations may incur harsher sanctions. [See complete definitions of violations above.](#)

Charges	Fines	Change of Status Sanctions
Possession of unauthorized items (hookahs, candles, unauthorized appliances, etc.); Hanging items from ceiling pipes or lights	\$75	Provisional Period through suspension, and/or deferred/loss of College housing
Failure to evacuate the building during a fire alarm	\$100	Disciplinary probation with conditions through suspension, and/or deferred/loss of College housing.
Tampering with fire extinguishers, fire exits, pull boxes, hoses, smoke alarms, heat sensors, or emergency phone/lighting equipment. This includes the act of covering a smoke detector; Obstruction of a fire exit, hallway, or fire/Public Safety personnel in the performance of their duty.	\$250	Disciplinary probation with conditions through suspension, and/or deferred/loss of College housing; Restitution for any damage
Smoking in an unauthorized area	\$75	Provisional Period through suspension, and/or deferred/loss of College housing; Restitution for any damage or extra cleaning costs
Causing a fire	\$500	Loss of College housing and suspension through expulsion from the College; Restitution for any damage

### Appendix E: Hazing

Hazing will not be tolerated at Babson College. This policy applies to student groups of any kind (athletic teams, fraternities and sororities, student organizations, etc.) and individual students. Hazing is prohibited both on and off-campus.

The Commonwealth of Massachusetts passed legislation in November 1985 regarding the issue of hazing. The College is required by this statute to issue a copy of the law to the leadership of every registered student organization. The Office of Student Engagement will require all groups to sign an acknowledgement of this law and attend a seminar about the dangers and illegality of hazing.

Hazing is a crime defined under the law as “any conduct or method of initiation into any student organization, whether on public or private property, which willfully or recklessly endangers the physical or mental health of any student or other person. Such conduct shall include whipping; beating; branding; forced calisthenics; exposure to the weather; forced consumption of any food, liquor, beverage, drug, or any other substance; or any other brutal treatment, or forced physical activity which is likely to adversely affect the physical health or safety of any such student or other person, or which subjects such student or other person to extreme mental stress, including extended deprivation of sleep or rest, or extended isolation.”

A second important aspect of the law concerns the failure to report hazing. It states, “Whoever knows that another person is the victim of hazing (as defined) and is at the scene of such crime shall, to the extent that such a person can do so without danger or peril to himself or others, report such crime to an appropriate law enforcement official as soon as reasonably practicable.”

[Click here for full MA Hazing Law](#)

Members of any organizations who fail to comply with the hazing law will be subject to the Student Accountability Process or other disciplinary processes, which may result in immediate suspension from College housing, suspension or expulsion from the College, loss of organizational recognition, and other sanctions. Criminal charges also may be brought against individual members of any organization who are found to practice hazing.

### Hazing Policy Definition

In accordance with Massachusetts state law, hazing is defined as any action or situation that recklessly or intentionally endangers, or has the potential of endangering, the mental or physical health or safety of a student for purposes including, but not limited to, initiation or admission into or affiliation with any organization. Hazing includes, but is not limited to:

- Pressuring or coercing the student into violation of state or federal law;
- Any brutality of physical nature such as whipping, beating, branding, exposure to the elements, forced consumption of food, liquor, drugs, or other substance;
- Other forced physical activity that could adversely affect the physical health or safety of the student including any activity that would subject the student to extreme mental stress. Such as sleep deprivation, forced exclusion from social contact, forced conduct that could result in extreme

embarrassment, or other forced activity that could adversely affect the mental health or dignity of the student.

## Procedures

Any person having knowledge of any conduct which may constitute hazing, should report said behavior to the College immediately. Students may utilize any of the following resources to report hazing:

- The Office of Community Standards
- Public Safety
- The Office of Student Engagement
- Vice President of Learner Success and Dean of Campus Life
- Dean of Students
- Or Public Safety's Anonymous Tip line - 781-237-8164

The College may also consider a referral to the [Amnesty Resolution Process](#) rather than the Student Accountability Process for students or student organizations that choose to self-report actions of hazing. The determination of process and/or who receives amnesty will be determined by the Director of Community Standards or their designee.

## Appendix F: Residence Hall Expectations

Students who choose to live in the College's on and off-campus residences must abide by the expectations put forth by The Office of Residence Life. Students are expected to be aware of the following Residence Hall Expectations and follow them. Please contact [The Office of Residence Life](#) if you have any questions.

### General Policies Furnishings

Rooms are furnished with a bed and mattress (extra-long twin), dresser/set of drawers, closet or wardrobe, desk and chair, bookcase, trash bin, and recycling bin. Students may not remove College furniture or equipment from its assigned room, suite, lounge or other area within a residence hall and personal furniture cannot be brought in to replace these items.

**For the safety of all residents, furniture may not be arranged in such a fashion that it impedes access to a door, window, or hallway.** If a student would like to bring their own furniture to campus due to a medical need, they must complete the Medical Housing Accommodation request form through Accessibility Services via the Babson Portal.

Shades are provided for windows, and students may install curtains or drapes, provided they conform to fireproofing standards and do not damage walls. Any

student-installed curtains or drapes must not cause any damage to the walls or other facilities. Drilling curtain rods into the wall is not allowed; tension rods or command hooks supports are recommended as an alternative. Lofted beds of appropriate construction are allowed within the following dimensions: 67" high x 39" wide x 84" long. Due to issues of safety, the College prohibits the use of cinder blocks by students in residence halls. The College does recognize the need for in-room student storage and, therefore, will supply bed risers upon request in order to lift a student's bed. Risers can be requested by submitting a Facilities work order. Waterbeds are not permitted.

### Guest Policy

All guests on the Babson campus are expected to act in a responsible and lawful manner, adhere to the regulations and policies of the College, and comply with applicable federal, state, and local laws, bylaws, and mandates, particularly those relating to use and/or possession of drugs and alcohol. A guest is defined as any person who is not a resident of the room or living unit in which they are present. **This includes other Babson students who are visiting other parts of campus.** Host students should themselves be aware of and are responsible for ensuring that their guests are informed of the following guidelines, and that they act accordingly:

- Keys and OneCard access are issued for students' use and may not be altered,
- duplicated, or distributed to a guest for their use.
- It is the host's responsibility to accompany their guests at all times while on the campus and inform guests of College policies. Guests are not permitted to live, cohabitate, or stay in a student's room for an extended period of time, not to exceed three consecutive days.
- Students will be held responsible for any violation that involves their guests. This includes responsibility for the consequences of their guest's actions, such as payment for any damages and reimbursement for any extraordinary expenses incurred by the College as a result of the guest's actions or behavior, and any fines or non-monetary sanctions imposed.
- Guests should be informed that failure to properly identify themselves upon request by a member or representative of the Office of Public Safety, Student Life, or the Office of Residence Life may result in their being asked to leave the campus.
- A guest's or host's failure to leave the campus when ordered to do so by College authorities may result in the issuance of a Trespass Order. A violation of a Trespass Order may result in an arrest.
- The right of a student to live in reasonable privacy takes priority over the right of their roommate to host a guest in the room. It is the responsibility of

the host to seek permission from all roommates prior to arranging for a guest overnight. This includes College sponsored overnights.

- Guests who are non-Babson students and plan to park a vehicle on campus must obtain a visitor's parking pass from the Office of Public Safety. Failure to obtain a visitor's parking pass may result in the issuance of a fine (for which the host would be responsible, and/or removal of the vehicle from campus at the host's expense). It is expected that guests will abide by all parking regulations while on campus.

## Health and Safety Inspections

The College may conduct health and safety inspections of campus housing during school breaks and periodically throughout the year. This serves as notification that such inspections may occur. Each student living in campus housing expressly acknowledges this right. In addition to the prohibited items, the College expects that all rooms are free from excessive amounts of trash and kept in sanitary conditions. In the event that a prohibited item, such as a candle, is seized from a room, it will remain in the Area Coordinator's possession until the end of the semester. If an item seized is also in violation of the College's Alcohol and Other Drug Policy (i.e. alcohol bottles, drugs, and drug paraphernalia: bongs, grinders, water pipes, etc.), the items in question will be retained by Public Safety and destroyed.

## Residence Life Policy Violations

### ***Lounge Furniture (College-Owned)***

College-owned furniture is placed in lounges and other locations/common areas on campus for the benefit of all students. Theft, removal, damage or possession of, and relocation to student rooms is prohibited; such incidents will be referred to the Student Accountability Process. Removal of College furniture or property from public areas or student rooms will result in a charge equal to the cost of the missing furniture documented through the damage billing process.

### ***Noise and Quiet Hours***

It is expected that all students and their guests will show consideration and respect for the need of others for quiet at all times of the day and night in all areas of campus. Noise caused by speakers, televisions, voices, or otherwise should be monitored by the residents of a room so as not to negatively impact the other residents in the building or persons outside the building. It is the responsibility of all residents to ensure that a given noise level caused by themselves or their guest(s) is not problematic to others. Students should seek out a residence hall staff member if they have questions about

this responsibility. The College in its sole discretion reserves the right to make a determination about appropriate levels of noise.

Common courtesy is in effect 24 hours a day, in addition to the following guidelines regarding stereo use:

- Speakers may not be placed in windows, aimed outside;
- Speakers should be played at a reasonable decibel level, and doors to the rooms must be shut. ("Reasonable level" shall be defined and interpreted by peers and, if necessary, by the residence hall staff, Public Safety, or members of the Office of Residence Life staff);
- There will be minimal, or no speaker use during those hours of the day or night designated as "quiet hours" by the residence hall community or during 24-hour quiet hours.

It is expected that residents and their guests will be respectful of others' need for quiet, specifically between the designated quiet hours of **11pm and 8am Sunday to Thursday, and 1am and 8am Friday and Saturday**. 24-hour quiet hours are in effect during reading days and final exams.

In the event that a conflict arises between two or more parties, each party should seek out the assistance of their Resident Assistant (RA) and/or Area Coordinator. The residence hall staff will mediate and help students reach an agreement in resolving the noise issue.

### ***Pets***

No pets are allowed in the residence halls, student apartment buildings, or other campus buildings. The College reserves the right to contact the humane society to facilitate the removal of unauthorized animals from campus. Students requesting an animal due to a medical need must submit the Medical Housing Accommodation form and the animal registration form with vaccination records to The Office of Residence Life prior to move-in.

### ***Roofs, Windows, and Fire Escapes***

In the interest of safety and well-being, students are not permitted on the roof or fire escape of any College building, except in the case of a fire or other emergency. Residents may not remove screens from windows or sit on window ledges. Except in cases of a fire or life safety emergency, it is prohibited to use any window as an entrance or egress from a residence hall. Violations may result in a \$100 fine and/or other disciplinary action. Also, it is prohibited to hang any item (such as flag, banner, satellite dish, and/or air conditioner) from any

window without the permission of Residence Life. Violations may result in a fine of \$100 and/or removal from housing.

## Room Search Policy

The College reserves the right to enter and search a student's room, suite, apartment, or any residential space or area in College housing and their contents without notice for any of the following reasons:

- To determine occupancy;
- To inspect for health and safety reasons;
- For maintenance and repairs;
- To uphold community standards (including discipline and other College policies);
- Where the occupant or owner of the content consents;
- In cases of emergency as determined by College staff. If a directive is issued by the Vice President of Learner Success and Dean of Campus Life, or their designee, after sufficient information is presented to give rise to a belief that a search will disclose a violation of College policy or state or federal law that has, is, or will take place; or that a danger to the health or safety of the occupant(s) or other members of the Babson College community exists; and/or in furtherance of law enforcement activities.

Except where there is an emergency, immediate concerns about a student's well-being, to minimize damage to campus housing, or in connection with law enforcement activities, the College will use reasonable efforts to notify occupants of entry in advance by campus mail, email or telephone. When entrance is made for any of the above reasons, the College reserves the right to conduct a plain-view search and to remove any item(s) not in conformity with College policy or local, state, or federal law. A College search authorization, of all contents of a room including safes, luggage, lock box, etc., shall be issued when sufficient information is presented to give rise to a belief that a search will disclose a violation of College policy or state or federal law has taken place or will take place; or that a danger to the health or safety of the occupant(s) or other members of the Babson community exists.

Any item(s) seized in a search shall be turned over to the Vice President of Learner Success and Dean of Campus Life or their designee. Items that are determined to be in violation of college policy, local, state, or federal law will not be returned to the student. If possession of item(s) violates a local, state, or federal law, the item(s) seized will be turned over to the department of public safety or the appropriate government authorities. Records documenting item(s) seized and chain of custody will be maintained.

Babson College exists within a larger community that has its own laws and standards of behavior, and the College confers no exemption from those laws and standards. All Babson College students.

are subject to the legitimate exercise of government authority. This policy does not prohibit the department of public safety from exercising its lawful authority.

## Woodside and Babson Executive Conference Center Expectations

Woodside is a community of undergraduate students living in a wing comprised of four floors connected to the Babson Executive Conference Center (BECC). In some circumstances the College may also utilize additional rooms located in the BECC for student housing located in the main hotel. The BECC is utilized for executive education programs and conferences. Being part of this community, residents must adhere to these additional policies that support the mission of the BECC.

In summary:

- Residents must acknowledge that the BECC is utilized for executive education and BECC program participants will be studying in their rooms when not in sessions. Accordingly, noise must be kept at a minimum and courtesy hours are expected at all times (i.e., no loud music, etc.).
- Residents must not use the main entrance to the BECC, except in an emergency. They are not permitted to access the BECC from their rooms through the internal BECC door, nor may they use the internal BECC door to access their rooms from the BECC.
- Residents will access the BECC only for legitimate purposes.
- Residents requiring access to the BECC agree to utilize the main entrance for such access.
- Residents may not bring alcohol into Woodside rooms or the BECC.
- Residents may not have events where alcohol would be consumed.
- Residents may not utilize grills of any kind.
- Parking is limited to the area specifically designated for Woodside residents. Parking under the parking deck is prohibited at all times.
- Residents may not have a toaster, toaster oven, microwave, or heat devices in their rooms. These items may be used in the kitchens.
- Use of outdoor patios may be restricted or prohibited.

## Extended Stay America Waltham Expectations

- No pets are allowed in the Extended Stay America Waltham. Students requesting an animal due to a medical need must submit the Medical Housing

Accommodation form and the animal registration form with vaccination records to The Office of Residence Life prior to move-in.

- Residents are responsible for all incidental charges including, without limitation, telephone, fax and other business services, laundry, food and beverage and other room charges. Any incidental charges incurred that are not billed directly to a student will be charged to the student's account through Student Financial Services. Failure to pay any outstanding charges related to such incidentals may result in a hold being placed on the student's account. All rooms/apartments will be inspected after departure from the Extended Stay America Waltham. Any damages found in the room, intentional or accidental, and/or missing furniture, will be the responsibility of the resident(s) along with the corresponding damage charges.

## Babson Residential Pods at Olin College

Students residing in the Babson College residential pods at Olin College will be held accountable for the expectations and policies as set forth in the Babson College Community Code of Student Conduct and the Olin College Student Handbook, which includes the College's Honor Code and Student Conduct Policies.

Should a Babson student be alleged to have violated an Olin College policy while residing at Olin, the allegations will be reported to Babson's Residence Life Office and Office of Community Standards. The allegations will be managed through the Babson College student accountability process with applicable charges from the Babson Community Code of Student Conduct and/or the Olin Honor Code and Student Conduct Policies as appropriate.

Additionally, Babson students residing in the Babson College residential suites at Olin College are expected to adhere to the following expectations:

- Babson students are prohibited from parking on the Olin College campus. Students with a car are expected to purchase a Babson College parking permit and utilize available parking in Babson lots only.
- Babson students will attend a mini-orientation session, floor expectation meetings, and familiarize themselves with the Resident Advisor expectations at Olin College.
- Babson students are responsible for their Olin College identification card and may not share the identification card to provide guests access to Olin College buildings.

## Appendix G: Gender-Based Misconduct

Behavior that is gendered and/or sexual in nature falls under the purview of the College's Title IX Coordinator, Betsy Rauch. A list of support resources, reporting options, and policies can be found on the Title IX website.

## Resources for Students

### On-Campus Resources

Office of Community Standards

- Office Location: Park Manor Central
- [Communitystandards@babson.edu](mailto:Communitystandards@babson.edu)
- 781-239-6344
- General Reporting Form
- Academic Integrity Reporting Form
- Bias-Related Experience Reporting Form
- Conflict Consultation Request Form (Restorative Practices) Accessibility Services
- Office Location: Hollister Hall, Suite 220
- [Accessibility@babson.edu](mailto:Accessibility@babson.edu)
- 781-239-4075

CAPS (Counseling and Psychological Services)

- Confidential Service
- Office Location: Park Manor South
- 781-239-5200

Title IX Office

- Confidential Service
- Betsy Rauch, Title IX Coordinator
- Office Location: Horn Library, Office #329
- [Brach1@babson.edu](mailto:Brach1@babson.edu)

Wellness and Prevention Services (WPS)

- Confidential Service
- [Wellness@babson.edu](mailto:Wellness@babson.edu)
- 781-239-5200

Health Services

- Confidential Service
- Office Location: Hollister
- 781-239-4257

Writing Center (Open for Undergraduate and Graduate students)

- Office Location: Horn Computer Center, Room 160
- 781-239- 4365

Peer-Tutoring

- [Peertutoring@babson.edu](mailto:Peertutoring@babson.edu)

- Schedule an appointment now!

#### Uwill Helpline

- 781-239-6200 (Option 2) Residence Life
- Office Location: Reynolds 2<sup>nd</sup> Floor
- [Reslife@babson.edu](mailto:Reslife@babson.edu)
- Domestic: 781-235-1200
- International: 800-488-3696

#### Multicultural and Identity Programs

- Office Location: Park Manor Central
- [Multicultrual@babson.edu](mailto:Multicultrual@babson.edu)

#### Office of Diversity, Equity and Inclusion

- Dr. Sadie Burton-Goss, Chief Diversity and Inclusion Officer  
o [Sburtonogoss@babson.edu](mailto:Sburtonogoss@babson.edu) 781-239-6334
- Barbara Popp, Administrative Coordinator  
o [Bpopp@babson.edu](mailto:Bpopp@babson.edu) 781-239-5585 Graduate Student Services

#### International Student & Scholar Services

- [iss@babson.edu](mailto:iss@babson.edu)

#### Glavin Office of International Education

- [Glavinoffice@babson.edu](mailto:Glavinoffice@babson.edu)
- 781-239-4565

#### Food Insecurity

- Referral form Public Safety
- Emergency Line - 781-239-5555
- Anonymous Tip Line - 781-237-8164
- Community Watch Form

#### Dean of Students Office

- 781-239-4500

### Off-Campus Resources

#### Alcoholics Anonymous and Narcotics Anonymous

- 1-800-RECOVERY (73268379) National Suicide Helpline
- Free and confidential emotional support available 24/7 o Call or text 988 (Veterans: Press 1, Spanish Line: Press 2) o Chat available on [988lifeline.org/chat](https://988lifeline.org/chat) o Visit [988lifeline.org](https://988lifeline.org) for additional information.

#### Trevor Project

- Free, confidential and secure 24/7 service for LGBTQ young people. o Call 1-866-488-7386 | Text 678-678 o Visit [www.thetrevorproject.org](http://www.thetrevorproject.org) for additional information.

#### Trans Lifeline

- Provides trans peer support; run by and for trans people. Available 24/7.
- Call 1-877-565-8860 o Visit [www.translifeline.org](http://www.translifeline.org) for additional information.

### References

*Conduct System | Student Affairs | Bentley University.* (n.d.). Bentley University.  
<https://www.bentley.edu/offices/student-affairs/conduct-system>

*Community Standards of Conduct | Lesley University.* (n.d.). <https://lesley.edu/students/policies/behaviorpolicies#:~:text=Conduct%20themselves%20in%20a%20respe>  
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*Student Rights & Responsibilities | Olin College of Engineering.* (n.d.).  
<https://www.olin.edu/student-life/student-rights-responsibilities#:~:text=THE%20OLIN%20HONOR%20CODE%20VALU>  
[20will%20represent%20myself%20accurately,and%20in%20non%20Dac](https://www.olin.edu/student-life/student-rights-responsibilities#:~:text=THE%20OLIN%20HONOR%20CODE%20VALU)  
[rs.&text=I%20will%20be%20patient%20with,inherent%20dignity%20a](https://www.olin.edu/student-life/student-rights-responsibilities#:~:text=THE%20OLIN%20HONOR%20CODE%20VALU)  
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*University Code of Student Conduct | Student Conduct - Division of Student Affairs | Rutgers University-New Brunswick.* (n.d.).  
<https://studentconduct.rutgers.edu/processes/university-code-student-conduct>

### Disclosures

The Babson College Catalog is an annual publication that includes information about the College, academic programs offered, academic and financial policies, and student services and resources. Babson College reserves the right to make changes to information included in the College Catalog as deemed necessary and without notice. The information included in this catalog is effective the date of publication.

Babson College prohibits discrimination on the basis of race, color, national or ethnic origin, ancestry, religion, sex, sexual orientation, gender identity, gender

expression, age, genetics, physical or mental disability, and veteran or other protected status. This policy extends to all rights, privileges, programs, and activities, including admission, employment, education, and athletics. In addition, Babson College respects, values, and benefits from diversity in the College community. The College, through the president, vice presidents, and deans, requests that all members of the community support efforts that reinforce the value of diversity throughout the curriculum and all aspects of campus life.

# Faculty Qualifications

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## Faculty Qualifications

**Tenured and Tenure Track Faculty:** Candidates who have received the appropriate terminal degree and have relevant experience.

**Non-Tenure Track Faculty:** Candidates who have earned a minimum of a Master's Degree and have relevant experience.

**Adjunct Lecturers:** All adjunct candidates must possess a minimum of a Master's degree and have relevant experience. If adjunct candidates do not have relevant teaching experience, Babson offers an opportunity for adjuncts to shadow a current faculty member for a semester prior to teaching.

# Faculty

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Arts and Humanities

## **Joseph Ricciardi**

Associate Professor  
Economics

## **Joseph Weintraub**

Professor, Management  
Management

## **Josh Staveley-O'Carroll**

Associate Professor, Economics  
Economics

## **Joshua Lazard**

Adjunct Lecturer  
Arts and Humanities

## **Joshua Stillwagon**

Associate Professor, Economics /Division Chair  
Economics

## **Joy Ongard**

Adjunct Lecturer  
Economics

## **Julia Kokina**

Associate Professor, Accounting  
Accounting

## **Julie De Zutter**

Assistant Teaching Professor, Science  
Mathematics, Analytics, Science and Technology (MAST)

## **Julie Levinson**

Professor, Arts & Humanities  
Arts and Humanities

## **Kandice Hauf**

Associate Professor/Division Chair  
History and Society

## **Kankana Mukherjee**

Associate Professor  
Economics

## **Kathleen Dean**

Adjunct Lecturer  
Operations & Information Management

## **Kathleen Hevert**

Associate Professor, Finance  
Finance

## **Keith Bradley**

Adjunct Lecturer  
Mathematics, Analytics, Science and Technology (MAST)

## **Keith Rollag**

Professor, Management  
Management

## **Kellie Donovan-Condron**

Adjunct Lecturer  
Arts and Humanities

## **Ken Accardi**

Adjunct Lecturer  
Operations & Information Management

## **Ken Demma**

Adjunct Lecturer  
Marketing

## **Ken LeBlanc**

Adjunct Lecturer  
Operations & Information Management

## **Ken Matsuno**

Professor, Marketing  
Marketing

## **Kenneth Parker**

Adjunct Lecturer  
Marketing

## **Keri Thompson**

Speech Consultant  
Marketing

## **Kerri McKeever**

Assistant Professor of Practice, Finance  
Finance

## **Kerry Gibson**

Associate Professor, Management  
Management

## **Kerry Rourke**

Teaching Professor, Arts & Humanities  
Arts and Humanities

## **Kevin Bruyneel**

Professor, History & Society  
History and Society

## **Kevin Sweeney**

Adjunct Lecturer  
Entrepreneurship

## **Kimberly Silva**

Visiting Assistant Professor of Practice, Accounting &  
Law  
Accounting

## **Kimiko Abramoff**

Adjunct Lecturer  
Arts and Humanities

## **Kirstin Coopridner**

Adjunct Lecturer  
Mathematics, Analytics, Science and Technology (MAST)

## **Krista Hill Cummings**

Associate Professor, Marketing  
Marketing

## **Kristen Getchell**

Associate Professor, Business Communications  
Marketing

## **Kristen Tzoc**

Adjunct Lecturer  
History and Society

## **Kristi Girdharry**

Associate Teaching Professor, Arts & Humanities  
Arts and Humanities

## **Kristin Wendell**

Adjunct Lecturer  
Mathematics, Analytics, Science and Technology (MAST)

## **Kristofer Petersen-Overtton**

Adjunct Lecturer  
History and Society

## **Krystal-Gayle O'Neill**

Adjunct Lecturer  
History and Society

## **Lara Kazo**

Adjunct Lecturer  
Mathematics, Analytics, Science and Technology (MAST)

## **Laura Cannon**

Adjunct Lecturer  
Accounting

## **Lauren Beitelspacher**

Professor  
Marketing

## **Laurie Krigman**

Professor, Finance  
Finance

## **Laurie Lesser**

Adjunct Lecturer/Speech, Marketing  
Marketing

## **Lee Gustafson**

Adjunct Lecturer  
Marketing

## **Leeann Simons**

Adjunct Lecturer  
Mathematics, Analytics, Science and Technology (MAST)

## **Leigh Heyman**

Adjunct Lecturer  
Marketing

## **Len Green**

Adjunct Lecturer  
Entrepreneurship

## **Les Charm**

Associate Professor of Practice, Entrepreneurship  
Entrepreneurship

## **Leslie Garbarino**

Associate Professor, Law  
Accounting

## **Lidija Polutnik**

Professor, Economics  
Economics

## **Linghang Zeng**

Assistant Professor, Finance  
Finance

## **Lorianne DiSabato**

Adjunct Lecturer  
Arts and Humanities

## **Louissa Abdelghany**

Adjunct Lecturer  
Arts and Humanities

## **Lucy Turner**

Assistant Professor of Practice, Management  
Management

## **Luke Stein**

Assistant Professor, Finance  
Finance

## **Maclaine West**

Adjunct Lecturer  
Marketing

## **Madeline Kneeland**

Assistant Professor, Management  
Management

## **Mahdi Majbouri**

Professor, Economics-Supervisor  
Economics

## **Marc Walkin**

Adjunct Lecturer  
Management

## **Margaret Hassey**

Adjunct Lecturer  
History and Society

## **Mariel Gruszko**

Assistant Teaching Professor, History & Society  
History and Society

## **Marjorie Feld**

Professor, History & Society  
History and Society

## **Mark Carr**

Assistant Professor of Practice, Management  
Management

## **Mark Potter**

Professor/Division Chair  
Finance

## **Mark Rice**

Professor, Entrepreneurship  
Entrepreneurship

## **Marla Capozzi**

Adjunct Lecturer  
Management

## **Mary Ann Sanchez**

Adjunct Lecturer  
Operations & Information Management

## **Mary Durkin**

Assistant Professor, Accounting  
Accounting

## **Mary Gale**

Associate Professor of Practice, Entrepreneurship  
Entrepreneurship

## **Mary Godwyn**

Professor, Sociology  
History and Society

## **Mary O'Donoghue**

Professor, English  
Arts and Humanities

## **Mary Pinard**

Professor  
Arts and Humanities

## **Matt Allen**

Adjunct Lecturer  
Entrepreneurship

## **Matthew Macarty**

Assistant Professor of Practice, OIM  
Operations & Information Management

## **Mattia Landoni**

Adjunct Lecturer  
Finance

## **Maya Dworsky-Rocha**

Adjunct Lecturer  
History and Society

## **Megan Gorges**

Adjunct Lecturer  
Management

## **Megan Way**

Associate Professor, Economics  
Economics

## **Meghan Allen**

Adjunct Lecturer  
Arts and Humanities

## **Meghann Lucy**

Adjunct Lecturer  
History and Society

## **Melissa Manwaring**

Associate Professor of Practice, Management  
Management

## **Michael Bayer**

Adjunct Lecturer  
Finance

## **Michael Goldstein**

Professor, Finance  
Finance

## **Michaela Spampinato**

Adjunct Lecturer  
Arts and Humanities

## **Michele Brown Kerrigan**

Associate Professor of Practice, Organizational Behavior  
Management

## **Michelle Li**

Associate Professor, Business Analytics  
Mathematics, Analytics, Science and Technology (MAST)

## **Miguel Rivera-Santos**

Professor, Management  
Management

## **Mike McGuirk**

Associate Professor of Practice, Marketing  
Marketing

## **Miranda Chen-Cristoforo**

Adjunct Lecturer  
Arts and Humanities

## **Mojtaba Ebrahimian**

Adjunct Lecturer  
History and Society

## **Monica Rey**

Adjunct Lecturer  
History and Society

## **Nabaparna Ghosh**

Associate Professor, History & Society  
History and Society

## **Nada Hashmi**

Assistant Professor, Information Systems  
Operations & Information Management

## **Nakia Navarro**

Adjunct Lecturer  
History and Society

## **Nancy Aiken**

Associate Professor of Practice, Law  
Accounting

## **Nathaniel Karst**

Professor/Division Chair  
Mathematics, Analytics, Science and Technology (MAST)

## **Nicholas Gallagher**

Adjunct Lecturer  
Marketing

## **Nicole Heron**

Assistant Professor, Accounting  
Accounting

## **Nina Lynch**

Adjunct Lecturer  
Operations & Information Management

## **Niren Sirohi**

Adjunct Lecturer  
Marketing

## **Norm Richter**

Adjunct Lecturer  
Accounting

## **Olga Birioukova**

Adjunct Lecturer  
Arts and Humanities

## **Olivia Baldwin**

Adjunct Lecturer  
Arts and Humanities

## **P.J. Guinan**

Associate Professor  
Operations & Information Management

## **Patrick Gregory**

Professor of Practice, Finance  
Finance

## **Paul Babin**

Adjunct Lecturer  
Arts and Humanities

## **Paul Griesmer**

Associate Professor of Practice, Finance  
Finance

## **Paul Horn**

Speech Consultant  
Marketing

## **Paul Juras**

Professor, Accounting  
Accounting

## **Paul Schmitz**

Associate Teaching Professor, History & Society  
History and Society

## **Peter Cohan**

Associate Professor of Practice, Management  
Management

## **Peter Lert**

Adjunct Lecturer  
Mathematics, Analytics, Science and Technology (MAST)

## **Peter Wilson**

Associate Professor of Practice, Accounting & Law  
Accounting

## **Phillip Kim**

Professor/Division Chair  
Entrepreneurship

## **Ramon Salinas**

Adjunct Lecturer  
Operations & Information Management

## **Raphael Constantino**

Adjunct Lecturer  
Economics

## **Rich Block**

Assistant Professor of Practice, Accounting & Law  
Accounting

## **Richard Bliss**

Professor, Finance  
Finance

## **Richard Cleary**

Professor, Math  
Mathematics, Analytics, Science and Technology (MAST)

## **Richard Goulding**

Associate Dean, Graduate School Supervisor  
Graduate Administration

## **Richard Hanna**

Professor of Practice, Marketing  
Marketing

## **Richard Sherburne**

Speech Consultant  
Marketing

## **Richard Wang**

Associate Professor, Management  
Management

## **Robert Barry**

Adjunct Lecturer  
Accounting

## **Robert Bogosian**

Adjunct Lecturer  
Management

## **Robert Goodof**

Adjunct Lecturer, Finance  
Finance

## **Robert McCullough**

Adjunct Lecturer  
Entrepreneurship

## **Robert Schultz**

Adjunct Lecturer  
Entrepreneurship

## **Ron Pierantozzi**

Adjunct Lecturer  
Entrepreneurship

## **Rubén Mancha**

Associate Professor, Information Systems  
Operations & Information Management

## **Ruth Gilleran**

Professor of Practice, OIM  
Operations & Information Management

## **Ryan Davies**

Professor, Finance  
Finance

## **Sal Parise**

Professor, Technology Operations  
Operations & Information Management

## **Sam Kwachie**

Adjunct Lecturer  
Economics

## **Samantha Cross**

Associate Professor, Marketing  
Marketing

## **Samantha Wallace**

Assistant Teaching Professor, Arts & Humanities  
Arts and Humanities

## **Sandra Bravo**

Associate Professor of Practice, Marketing  
Marketing

## **Sandra Graham**

Professor, Ethnomusicology  
Arts and Humanities

## **Santhosh Mathew**

Adjunct Lecturer  
Mathematics, Analytics, Science and Technology (MAST)

## **Sarah Foster**

Assistant Professor, Environmental Science  
Mathematics, Analytics, Science and Technology (MAST)

## **Sarah Tardif**

Speech Consultant  
Marketing

## **Scott Taylor**

Professor, Management  
Arthur M Blank School of Entrepreneurial Leadership  
Academic Programs

## **Scott Todaro**

Adjunct Lecturer  
Marketing

## **Sebastian Fixson**

Professor, Technology and Operations Management  
Operations & Information Management

## **Shannon Mooney**

Assistant Teaching Professor, Arts & Humanities  
Arts and Humanities

## **Sharon Sinnott**

Adjunct Lecturer/Speech, Marketing  
Marketing

## **Shawn Reeves**

Adjunct Lecturer  
Mathematics, Analytics, Science and Technology (MAST)

## **Shay Blanchette Proulx**

Professor of Practice, Accounting  
Accounting

## **Shiraz Hajiani**

Adjunct Lecturer  
History and Society

## **Sinan Erzurumlu**

Professor, Technology Operations  
Operations & Information Management

## **Spencer Adams**

Assistant Professor of Practice, Finance  
Finance

## **Srini Rangan**

Professor  
Management

## **Stephen Brand**

Assistant Professor of Practice, Entrepreneurship  
Entrepreneurship

## **Stephen Deets**

Professor, History & Society  
History and Society

## **Stephen Holley**

Adjunct Lecturer  
Arts and Humanities

## **Stephen Lanzendorf**

Adjunct Lecturer  
Finance

## **Stephen McElroy**

Assistant Professor, Arts & Humanities  
Arts and Humanities

## **Stephen Muscolino**

Adjunct Lecturer  
Arts and Humanities

## **Stephen Spiess**

Assistant Professor, Arts & Humanities  
Arts and Humanities

## **Steve Bauer**

Associate Teaching Professor, Arts & Humanities  
Arts and Humanities

## **Steve Gordon**

Professor  
Operations & Information Management

## **Steven Feinstein**

Associate Professor  
Finance

## **Susan Nagelsen**

Adjunct Lecturer  
Arts and Humanities

## **Talmai Oliveira**

Adjunct Lecturer  
Operations & Information Management

## **Terry Reilly**

Associate Professor  
Mathematics, Analytics, Science and Technology (MAST)

## **Thomas Davenport**

Professor  
Operations & Information Management

## **Thomas Greenaway**

Adjunct Lecturer  
Accounting

## **Thomas Sojka**

Adjunct Lecturer  
History and Society

## **Tim Habbershon**

Adjunct Lecturer  
Entrepreneurship

## **Tina Opie**

Associate Professor, Management  
Management

## **Tony Okoromadu**

Assistant Professor of Practice, Finance  
Finance

## **Tyler Hauth**

Adjunct Lecturer  
Arts and Humanities

## **Vicky Zhu**

Assistant Professor, Math  
Mathematics, Analytics, Science and Technology (MAST)

## **Victor Seidel**

Professor, Technology and Operations Man  
Operations & Information Management

## **Victoria Crittenden**

Professor, Marketing  
Marketing

## **Vikki Rodgers**

Professor, Ecology  
Mathematics, Analytics, Science and Technology (MAST)

## **Vini Onyemah**

Professor/Division Chair  
Marketing

## **Vivian Leung**

Assistant Teaching Professor, Mathematics, Analytics,  
Science, and Technology  
Mathematics, Analytics, Science and Technology (MAST)

## **Wanyi Wang**

Assistant Professor, Finance  
Finance

## **Wendy Jeffus**

Adjunct Lecturer  
Finance

## **Wendy Murphy**

Associate Dean, Academic Programs - Undergraduate  
School  
Undergraduate Administration

## **Weston Miller**

Adjunct Lecturer  
Arts and Humanities

## **Wiljeana Glover**

Associate Professor, Technology Operations  
Operations & Information Management

## **William Gartner**

Professor, Entrepreneurship  
Entrepreneurship

## **William Huss**

Adjunct Lecturer  
Mathematics, Analytics, Science and Technology (MAST)

## **Xinghua Li**

Associate Professor, Media Studies  
History and Society

## **Yamlaksira Getachew**

Assistant Professor, Management  
Management

## **Yasuhiro Yamakawa**

Associate Professor, Entrepreneurship  
Entrepreneurship

## **Yunwei Gai**

Associate Professor  
Economics

## **Zach Zacharakis**

Professor  
Entrepreneurship

## **Zhi Li**

Assistant Professor of Practice, Operations and  
Information Management  
Operations & Information Management

# Degrees

## Master of Business Administration - Blended Learning MBA - Fall 2017 through Fall 2018 Cohort

Program of Study  
MBA

### Required

Course Code	Title	Credits
EPS7200	Entrepreneurship and Opportunity	2.00
MBA7400	Startup Foundations	0.50
MOB7200	Creating and Leading Effective Orgs	2.00
ACC7200	Financial Reporting	2.00
MOB7201	Managing Talent: Your Own and Others	1.00
MOB7202	Strategy	2.00
QTM7200	Data, Models and Decisions	2.00
ECN7200	Managerial Economics	2.00
FIN7200	Introduction to Financial Management	2.00
LAW7200	Law	1.00
MKT7200	Marketing	2.00
MBA7401	Disruptive Change and Enterprise Transformation	1.50
ACC7201	Measuring and Managing Strategic Performance	2.00
ECN7201	International Macroeconomics and Business Environment Analysis	2.00
MIS7200	Global Connections through Technology	2.00
OPS7200	Technology and Operations Management	2.00
MBA7402	Capstone: Corporate Entrepreneurship	6.00
	Elective Credits	12.00

**Total Credits: 46**

## Master of Business Administration - Blended Learning MBA - Fall 2019 through Spring 2020 Cohort

Program of Study  
MBA

### Required

Course Code	Title	Credits
ACC7800	Financial and Sustainability Reporting	2.00
EPS7800	Entrepreneurship	2.00
FIN7800	Finance	2.00
MOB7800	Managing People and Organizations	2.00
MKT7800	Marketing	2.00
	MOB7801 or STR7800	2.00
OIM7800	Operations and Information Management	2.00
QTM7800	Business Analytics	2.00
MBA7800	Babson Consulting Experience	2.00
	Elective Credits	27.00

**Total Credits: 45**

## Master of Business Administration - Blended Learning MBA - Spring 2019 Cohort

Program of Study  
MBA

### Required

Course Code	Title	Credits
EPS7200	Entrepreneurship and Opportunity	2.00
MBA7400	Startup Foundations	0.50
MOB7200	Creating and Leading Effective Orgs	2.00
ACC7200	Financial Reporting	2.00
MKT7200	Marketing	2.00
MOB7201	Managing Talent: Your Own and Others	1.00
MOB7202	Strategy	2.00
FIN7200	Introduction to Financial Management	2.00

OPS7200	Technology and Operations Management	2.00
QTM7200	Data, Models and Decisions	2.00
MBA7401	Disruptive Change and Enterprise Transformation	1.50
MBA7402	Capstone: Corporate Entrepreneurship	6.00
	Elective Credits	21.00

**Total Credits:** 46

## Master of Business Administration - Blended Learning Miami MBA - Fall 2020 through Fall 2021 Cohorts

**Program of Study**  
MBA

### Required

Course Code	Title	Credits
EPS7200	Entrepreneurship and Opportunity	2.00
MBA7400	Startup Foundations	0.50
MOB7200	Creating and Leading Effective Orgs	2.00
ACC7200	Financial Reporting	2.00
MBA7601	Special Topics: Entrepreneurial Growth	3.00
MOB7511	Negotiations	3.00
ECN7200	Managerial Economics	2.00
MKT7200	Marketing	2.00
QTM7200	Data, Models and Decisions	2.00
FIN7200	Introduction to Financial Management	2.00
LAW7200	Law	1.00
MBA7602	Special Topics: Social Innovation	3.00
ACC7201	Measuring and Managing Strategic Performance	2.00
MOB7202	Strategy	2.00
OPS7200	Technology and Operations Management	2.00
MBA7603	Special Topics: Global Enterprising	3.00
MBA7604	Special Topics: Entrepreneurship in a Digital World	3.00
MBA7401	Disruptive Change and Enterprise Transformation	1.50
ECN7201	International Macroeconomics and Business Environment Analysis	2.00
MBA7402	Capstone: Corporate Entrepreneurship	6.00

**Total Credits:** 46

## Master of Business Administration - Blended Learning Miami MBA - Starting Fall 2022

**Program of Study**  
MBA

### Required

Course Code	Title	Credits
EPS7200	Entrepreneurship and Opportunity	2.00
MBA7400	Startup Foundations	0.50
MOB7200	Creating and Leading Effective Orgs	2.00
ACC7200	Financial Reporting	2.00
MBA7601	Special Topics: Entrepreneurial Growth	3.00
EPS7201	Strategic Innovation Mature Organizations	3.00
ECN7200	Managerial Economics	2.00
MKT7200	Marketing	2.00
QTM7200	Data, Models and Decisions	2.00
FIN7200	Introduction to Financial Management	2.00
LAW7200	Law	1.00
MBA7602	Special Topics: Social Innovation	3.00
ACC7201	Measuring and Managing Strategic Performance	2.00
MOB7202	Strategy	2.00
OPS7200	Technology and Operations Management	2.00
MBA7603	Special Topics: Global Enterprising	3.00
MBA7604	Special Topics: Entrepreneurship in a Digital World	3.00
MBA7401	Disruptive Change and Enterprise Transformation	1.50
ECN7201	International Macroeconomics and Business Environment Analysis	2.00
MBA7402	Capstone: Corporate Entrepreneurship	6.00

**Total Credits:** 46

## Master of Business Administration - Evening MBA - Fall 2012 through Spring 2017 Cohort

### Program of Study

MBA

Course Code	Title	Credits
ACC7200	Financial Reporting	2.00
EPS7200	Entrepreneurship and Opportunity	2.00
MOB7200	Creating and Leading Effective Orgs	2.00
	ECN7200 or ECN7500	2.00-3.00
MKT7200	Marketing	2.00
QTM7200	Data, Models and Decisions	2.00
	ACC7201 or ACC7503	2.00-3.00
	OPS7200 or OIM7800	2.00
	ECN7201 or ECN7505	2.00-3.00
	MIS7200 or MIS7505 (1.5 or 2 or 31.50-3.00 credits)	
	MOB7201 or MOB7570	1.00-3.00
LAW7200	Law	1.00
FIN7200	Introduction to Financial Management	2.00
MOB7202	Strategy	2.00
	Elective Credits	27.00

**Total Credits:** 55

## Master of Business Administration - Evening MBA - Summer 2017 through Spring 2019 Cohort

### Program of Study

MBA

Course Code	Title	Credits
	ACC7200 or ACC7800	2.00
	EPS7200 or EPS7800	2.00
	MOB7200 or MOB7800	2.00
	MKT7200 or MKT7800	2.00
	QTM7200 or QTM7800	2.00
	OPS7200 or OIM7800	2.00
	MOB7201 or MOB7570	1.00-3.00
	FIN7200 or FIN7800	2.00
	MBA7201 or MBA7800	2.00
	MOB7202 or MOB7801 or STR7800	2.00
	Elective Credits	27.00

**Total Credits:** 46

## Master of Business Administration - Evening MBA - Summer 2019 through Summer 2020 Cohort

### Program of Study

MBA

Course Code	Title	Credits
ACC7800	Financial and Sustainability Reporting	2.00
EPS7800	Entrepreneurship	2.00
FIN7800	Finance	2.00
MBA7800	Babson Consulting Experience	2.00
MKT7800	Marketing	2.00
MOB7800	Managing People and Organizations	2.00
	MOB7801 or STR7800	2.00
OIM7800	Operations and Information Management	2.00
QTM7800	Business Analytics	2.00
	Elective Credits	27.00

**Total Credits:** 45

## Master of Business Administration - One-Year MBA

### Program of Study

MBA

### Requirements

Course Code	Title	Credits
ACC7800	Financial and Sustainability Reporting	1.50
EPS7800	Entrepreneurship	1.50
FIN7800	Finance	1.50
MKT7800	Marketing	1.50
MOB7800	Managing People and Organizations	1.50
STR7800	Strategy	1.50
OIM7800	Operations and Information Management	1.50
QTM7800	Business Analytics	1.50
MBA7800	Babson Consulting Experience	2.00
	Elective Credits	30.00

**Total Credits:** 45

## Master of Business Administration - Part-Time MBA

### Program of Study

## Required

Course Code	Title	Credits
ACC7800	Financial and Sustainability Reporting	2.00
EPS7800	Entrepreneurship	2.00
FIN7800	Finance	2.00
MKT7800	Marketing	2.00
MOB7800	Managing People and Organizations	2.00
STR7800	Strategy	2.00
OIM7800	Operations and Information Management	2.00
QTM7800	Business Analytics	2.00
MBA7800	Babson Consulting Experience	2.00
	Elective Credits	27.00

**Total Credits:** 45

## Master of Business Administration - Two-Year MBA

**Program of Study**  
MBA

## Required

Course Code	Title	Credits
ACC7800	Financial and Sustainability Reporting	1.50
EPS7800	Entrepreneurship	1.50
FIN7800	Finance	1.50
MKT7800	Marketing	1.50
MOB7800	Managing People and Organizations	1.50
STR7800	Strategy	2.00
OIM7800	Operations and Information Management	1.50
QTM7800	Business Analytics	1.50
MBA7800	Babson Consulting Experience	3.00
	Elective Credits	30.00

**Total Credits:** 45

## Master of Science in Advanced Entrepreneurial Leadership

**Program of Study**  
MSAEL

Course Code	Title	Credits
ACC6600	Financial Sustainability and Performance Management	1.50
EPS6600	Entrepreneurship	1.50

EPS6601	Corporate Entrepreneurship	3.00
MOB6602	Strategic Transformation	1.50
EPS6602	Innovation Roles	1.50
MKT6600	Growth Marketing	1.50
MOB6600	Entrepreneurial Leadership	1.50
MOB6601	Strategic Problem Formulation	1.50
MSA6600	Personal Project Course	6.00
OIM6600	Scaling a New Business Within the Enterprise Through Digital	3.00
OIM6601	Project Management Under Uncertainty	3.00
QTM6600	Analytics for Decision Makers	1.50
	Elective Credits	3.00

**Total Credits:** 30

## Master of Science in Business Analytics - Fall 2023 Cohort

**Program of Study**  
MSBA

## Required

Course Code	Title	Credits
EPS6300	Entrepreneurship, Analytics, and Strategy of the Firm	3.00
OIM6301	Programming for Business Analytics	3.00
	MKT6300 or MKT7506	3.00
	QTM6300 or QTM7571	3.00
ECN6310	Modern Econometrics for Business	3.00
MSB6310	Storytelling/Communication with Data	3.00

## Quantitative Electives

Choose a minimum of 6 credits from the following courses:

Course Code	Title	Credits
ECN7500	Economic Analysis for Business Decisions	3.00
ECN7510	Financial and Macroeconomic Data Analysis	3.00
ECN7550	Business Strategy and Game Theory	3.00
ECN7555	Health Care: Markets, Analytics and Strategies	3.00
FIN6200	Financial Data Analysis and Practice	3.00
FIN7518	Managing Portfolios	3.00
FIN7545	Financial Trading Strategies	3.00
FIN7550	Derivatives: Theory and Practice	3.00

FIN7573	Investment Banking and Fin Modeling	3.00
MBA7504	Systems Dynamics in Business,society&env	3.00
MKT9501	Strategy & Tactics of Pricing	3.00
OIM7502	Advanced Programming Business Analytics	3.00
QTM7575	Financial Modeling	3.00
QTM9501	Business Forecasting	1.50
QTM9505	Financial Simulation	1.50-3.00
QTM9510	Optimization Methods and Applications	1.50-3.00

## Choice Electives

Choose a maximum of 6 credits from the following courses:

Course Code	Title	Credits
EPS7530	M & a for Entrepreneurs	3.00
FIN7519	Personal Financial Management	3.00
FIN7527	Real Estate Financial Modeling	3.00
FIN7532	Fintech	3.00
MBA7570	Science, Technology and the Enterprise -- Foundation	3.00
MIS7557	Clouds, Platforms, and Networks	3.00
MIS7560	Bringing the Blockchain to Life	3.00
MKT7510	Marketing Research and Analysis	3.00
MKT7542	Digital Marketing	3.00
MKT7555	Marketing High Tech Products	3.00
MKT9502	Pricing in the Information Industries	1.50
MSB6300	Business Analytics Field Project	3.00
OIM7515	Enterprise 2.0 Building Social Networks	3.00
OIM7525	Agile Experimentation	1.50
OIM7545	Artificial Intelligence for Business	3.00
OIM7556	Cybersecurity	1.50
OIM7565	Blockchain Ventures	1.50
OIM7572	Supply Chain Management	3.00
OIM9521	Innovation Processes	1.50
OIM9550	Innovating with Wearable Technology	1.50
****7580	Research	1.50-3.00

**Total Credits:** 30

# Master of Science in Business Analytics - Starting Fall 2024 Cohort

**Program of Study**  
MSBA

## Required

Course Code	Title	Credits
EPS6300	Entrepreneurship, Analytics, and Strategy of the Firm	3.00
OIM6301	Programming for Business Analytics	3.00
	MKT6300 or MKT7506	3.00
	QTM6300 or QTM7571	3.00
ECN6310	Modern Econometrics for Business	3.00
MSB6310	Storytelling/Communication with Data	3.00

## Quantitative Electives

Choose a minimum of 6 credits from the following courses:

Course Code	Title	Credits
ECN7500	Economic Analysis for Business Decisions	3.00
ECN7510	Financial and Macroeconomic Data Analysis	3.00
ECN7550	Business Strategy and Game Theory	3.00
ECN7555	Health Care: Markets, Analytics and Strategies	3.00
FIN7518	Managing Portfolios	3.00
FIN7545	Financial Trading Strategies	3.00
FIN7550	Derivatives: Theory and Practice	3.00
FIN7573	Investment Banking and Fin Modeling	3.00
MBA7504	Systems Dynamics in Business,society&env	3.00
MKT9501	Strategy & Tactics of Pricing	3.00
OIM7502	Advanced Programming Business Analytics	3.00
QTM7515	Reinforce Learn&seq Dec Making Practice	3.00
QTM9510	Optimization Methods and Applications	1.50-3.00

## Choice Electives

Choose a maximum of 6 credits from the following courses:

Course Code	Title	Credits
FIN7527	Real Estate Financial Modeling	3.00
FIN7532	Fintech	3.00
MBA7570	Science, Technology and the Enterprise -- Foundation	3.00
MKT7542	Digital Marketing	3.00
MKT7555	Marketing High Tech Products	3.00

MKT9502	Pricing in the Information Industries	1.50
MSB6300	Business Analytics Field Project	3.00
OIM7507	Supply Chain Analytics	3.00
OIM7515	Enterprise 2.0 Building Social Networks	3.00
OIM7525	Agile Experimentation	1.50
OIM7545	Artificial Intelligence for Business	3.00
OIM7565	Blockchain Ventures	1.50
OIM7572	Supply Chain Management	3.00
OIM9521	Innovation Processes	1.50
OIM9521	Innovation Processes	1.50
	****7580 Research	1.50-3.00

**Total Credits:** 30

## Master of Science in Finance

**Program of Study**  
MSF

### Required

Course Code	Title	Credits
FIN6200	Financial Data Analysis and Practice	3.00
FIN7503	Equities	3.00
FIN7504	Risk Management	3.00
FIN7513	Fixed Income	3.00
FIN7516	Corporate Finance: Evaluating Opportunities	3.00
FIN7518	Managing Portfolios	3.00

### Finance Electives

Choose a minimum of 6 credits from the following courses:

Course Code	Title	Credits
FIN7502	Capital Markets	3.00
FIN7511	Corporate Finance: Raising Capital	3.00
FIN7517	Finance and Sustainability	3.00
FIN7525	Finance for New Ventures	3.00
FIN7527	Real Estate Financial Modeling	3.00
FIN7528	Behavioral Finance	3.00
FIN7532	Fintech	3.00
FIN7545	Financial Trading Strategies	3.00
FIN7550	Derivatives: Theory and Practice	3.00
FIN7572	Babson College Fund	3.00-6.00
FIN7573	Investment Banking and Fin Modeling	3.00

### Choice Electives

choose a maximum of 6 credits from the following courses:

Course Code	Title	Credits
ACC7500	Financial Reporting & Statement Analysis	3.00
ACC7502	Financial Statement Analysis for Managers	1.50
ECN7510	Financial and Macroeconomic Data Analysis	3.00
ECN7520	Economic & Financial Forecasting	3.00
ECN7575	Business Models, Competitiveness, and the Changing European Environment	3.00
FIN7580	Independent Research	1.50-3.00
MKT9501	Strategy & Tactics of Pricing	1.50-3.00
OIM9530	Competing on Analytics	1.50
QTM7515	Reinforce Learn&seq Dec Making Practice	3.00
QTM7571	Machine Learning Methods for Bus	3.00
QTM9510	Optimization Methods and Applications	1.50-3.00
QTM9515	Introduction to Data Science	1.50
MFE7500	Mgmt Consulting Field Experience	3.00

**Total Credits:** 30

# Certificates

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## Certificate in Advanced Management

Program of Study  
Certificate

### Elective Credits

Courses chosen from graduate course portfolio

Course Code	Title	Credits
	Elective Credits	9.00

**Total Credits:** 9

# Concentrations

## Business Analytics and Machine Learning Concentration

**Program of Study**  
Concentration

Total required credits: 12

Students must choose at least 9 credits from Requirement A and up to 3 credits from Requirement B; however, they may choose to complete all 12 credits from Requirement A.

### Requirement A

minimum 9 credits

Course Code	Title	Credits
	QTM6300 or QTM7571	3.00
OIM6301	Programming for Business Analytics	3.00
OIM7502	Advanced Programming Business Analytics	3.00
	ECN7520 or ECN6300/ECN6310	3.00
QTM7515	Reinforce Learn&seq Dec Making Practice	3.00
QTM9510	Optimization Methods and Applications	3.00

### Requirement B

maximum 3 credits

Course Code	Title	Credits
ECN7510	Financial and Macroeconomic Data Analysis	3.00
ECN7555	Health Care: Markets, Analytics and Strategies	3.00
MBA7512	Storytelling/Communication with Data	3.00
	MKT6300 or MKT7506	3.00
MKT9501	Strategy & Tactics of Pricing	3.00
OIM7501	Intro to Database Management	1.50
OIM7507	Supply Chain Analytics	3.00
OIM7525	Agile Experimentation	1.50-3.00
QTM9515	Introduction to Data Science	1.50

**Total Credits: 12**

## Additional Information

For more information on concentration requirements and/or eligibility please contact: Professor Dessi Pachamanova.

## Business Analytics Concentration

**Program of Study**  
Concentration

The Business Analytics concentration is designed to provide advanced skills and techniques that can be applied to discipline-specific and more general business problems. This concentration will leverage the importance of data analytics and enhance it with the business and advanced analytical skills that today's organizations demand for decision making.

Total required credits: 12

Students must choose a minimum of one course from Groups A, B and C; to reach 12 credits they may take additional courses from A, B, or C, or select from requirement D. The 12 credits do not have to be completed in any particular order.

### GROUP A (DATA ANALYTICS FOUNDATION)

minimum one course (1.5 or 3 credits)

Course Code	Title	Credits
QTM9515	Introduction to Data Science	1.50
	QTM6300 or QTM7571	3.00

Notes: QTM9515 introduces the concepts of visualization, modeling, coding and the data analytics process, and is recommended for students with limited background in business analytics. QTM7571 offers a deeper dive into models and coding. Students with some background in data analytics, modeling and coding can take QTM7571 directly.

### GROUP B (DATA MANAGEMENT FOUNDATION)

minimum one course (1.5 or 3 credits)

Course Code	Title	Credits
OIM6301	Programming for Business Analytics	3.00
OIM7501	Intro to Database Management	1.50
OIM7502	Advanced Programming Business Analytics	3.00

OIM9530	Competing on Analytics	1.50
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Notes: OIM9530 introduces the concept of data management in organizations and is recommended for students with limited background in IT, programming, and data management. OIM6300 offers a deeper dive into programming and data management. OIM7501 is an introduction to databases, and has a small overlap with OIM6300, which delves deeper into database management and programming.

## GROUP C (APPLICATION)

minimum one course (3 credits)

Course Code	Title	Credits
	ECN7520 or ECN6300/ECN6310	3.00
	MKT6300 or MKT7506	3.00

## GROUP D (DEPTH)

remaining course(s) (to reach 12 credits total)

Course Code	Title	Credits
ECN7500	Economic Analysis for Business Decisions	3.00
ECN7510	Financial and Macroeconomic Data Analysis	3.00
ECN7520	Economic & Financial Forecasting	3.00
ECN7555	Health Care: Markets, Analytics and Strategies	3.00
MBA7504	Systems Dynamics in Business, Society & Env	3.00
MFE7500	Mgmt Consulting Field Experience	3.00
	MKT6300 or MKT7506	3.00
MKT7542	Digital Marketing	3.00
MKT9501	Strategy & Tactics of Pricing	3.00
MKT9502	Pricing in the Information Industries	1.50
OIM6301	Programming for Business Analytics	3.00
OIM7501	Intro to Database Management	1.50
OIM7515	Enterprise 2.0 Building Social Networks	3.00
OIM7525	Agile Experimentation	1.50-3
OIM7545	Artificial Intelligence for Business	3.00
OIM7546	Analytical Managers and Organization	3.00
	QTM6300 or QTM7571	3.00
QTM7515	Reinforce Learn&seq Dec Making Practice	3.00
QTM9505	Financial Simulation	1.50

QTM9510	Optimization Methods and Applications	3.00
QTM9515	Introduction to Data Science	1.50
STR7509	Decisions	3.00

Requires the approval of a Business Analytics Concentration coordinator: [MFE7500](#)

If not chosen as part of Requirement A, B, or C: [ECN7520](#), [MKT7506](#), [OIM6301](#), [QTM7571](#), [QTM9515](#)

[ECN7500](#) can be applied towards the Business Analytics Concentration if students enrolled in this course Summer 2020 or later (i.e., fall 2020, spring 2021).

**Total Credits:** 12

## Suggested electives that could complement a Business Analytics Concentration

In addition to the courses listed above, we recommend that business analytics concentrators supplement their coursework with relevant courses from other disciplines. These classes will not count toward the concentration but will provide valuable perspective and/or complementary skills. Some great choices include the following:

Course Code	Title	Credits
MKT7572	Brand Management	3.00

## Additional Information

For more information on concentration requirements and/or eligibility please contact: Professor Dessi Pachamanova.

\*Historical Courses: courses offered Summer 2021 or earlier that are approved by the division to count toward concentrations.

## Entrepreneurship Concentration

**Program of Study**  
Concentration

Total required credits: 9 credits

Students must complete at least one course/3 credits from requirement A; to reach 9 credits they can complete additional courses from A or select up to 6 credits from B. The 9 credits do not have to be completed in any particular order.

## Requirement A

minimum 3 credits

Course Code	Title	Credits
EPS7500	New Venture Creation	3.00
EPS7510	Financing Your Entrepreneurial Business	3.00
EPS7520	Managing Growing Businesses	3.00

## Requirement B

up to 6 credits\*\*

Course Code	Title	Credits
EPS7503	Creating Epic Organizations	3.00
EPS7504	Global Entrepreneurship	3.00
EPS7506	Social Innovation	3.00
EPS7507	Corporate Entrepreneurship	3.00
EPS7509	Ai Pioneers:creating Future Business	3.00
EPS7517	Entrepreneurship in Health Care Technology	1.50-3
EPS7530	M & a for Entrepreneurs	3.00
EPS7534	Franchise,license&distrIB Collab Bus Mod	1.50
EPS7539	Future Trends in Entrepreneurial Ventures	3.00
EPS7545	Buying a Small Business	1.50
EPS7546	Buying a Small Business: the Search Exp	1.50
EPS7553	Becoming Entrepreneurial	3.00
EPS7556	Foundations of Family Entrepreneurship	3.00
EPS7578	Raising Money-VC and Private Equity	3.00
EPS8573	Eit: Refinement	3.00
EPS9507	Food Entrepreneurship	1.50-3.00
EPS9508	Building Corporate Innovation Capability	3.00
EPS9551	Critical Question Facing Business Family	1.50
EPS9553	Family Business to Next Stage of Growth	1.50
MBA9525	Leading Innov:gorillas, Chimp&monkeys	1.50
STR7501	Moonshot Innov:strat Behind Leaps in Prog	3.00

**Total Credits:** 9

\*\*Class offerings change and new classes are added; therefore, all courses may not be listed here. Most courses designated as EPS can be counted toward the

concentration. Additionally, "entrepreneurship" electives abroad and MCFEs may be counted on a case-by-case basis.

Although not part of the Entrepreneurship concentration, students are encouraged to take additional electives that support the multidisciplinary nature of entrepreneurship. Every academic division participating in the MBA program offers courses that can supplement and enhance the Entrepreneurship concentration.

## Additional Information

For more information on concentration requirements and/or eligibility please contact: Lisa Kokidko.

\*Historical Courses: courses offered Summer 2021 or earlier that are approved by the division to count toward concentrations.

## Finance Concentration

### Program of Study

Concentration

The Finance Concentration develops your competencies in financial tools and analysis, prepares you to lead with sound decisions, and provides the connections you need to build your network in the financial services industry.

Total required credits: 12

Students must complete 12 credits in addition to the core Finance course (FIN7800). The 12 credits do not have to be completed in any particular order.

## Required

Course Code	Title	Credits
FIN7502	Capital Markets	3.00
FIN7503	Equities	3.00
FIN7504	Risk Management	3.00
FIN7511	Corporate Finance: Raising Capital	3.00
FIN7513	Fixed Income	3.00
FIN7516	Corporate Finance: Evaluating Opportunities	3.00
FIN7517	Finance and Sustainability	3.00
FIN7518	Managing Portfolios	3.00
FIN7519	Personal Financial Management	3.00
FIN7525	Finance for New Ventures	3.00
FIN7527	Real Estate Financial Modeling	3.00
FIN7532	Fintech	3.00
FIN7545	Financial Trading Strategies	3.00

FIN7550	Derivatives: Theory and Practice	3.00
FIN7565	Real Estate Investments	3.00
FIN7570	Real Estate Finance	1.50
FIN7572	Babson College Fund	3.00
FIN7573	Investment Banking and Fin Modeling	3.00
FIN7578	Real Estate Development	1.50

**Total Credits: 12**

\*Please note: students may only count one of the four real estate courses listed above ([FIN7527](#) Real Estate Financial Modeling, [FIN7565](#) Real Estate Investments, [FIN7570](#) Real Estate Finance, [FIN7578](#) Real Estate Development), towards the finance concentration. [FIN7566](#) (Real Estate Transactions) and [FIN9510](#) (Residential Real Estate) do not count towards the finance concentrations. Any exceptions to concentration requirements must be approved by the Finance Division Chair.

[FIN7572](#): Two semester course for 3 credits each semester, students must apply.

## Finance Electives Grouped by Category/Tracks

To help students prepare for careers in finance, the Finance Division offers suggested tracks of courses in either Investments or Corporate Finance. Completing a particular track is not required to complete the Finance Concentration - any 12 credits from the above list will meet the requirements.

The Investments track is designed for students to better understand how securities issued by companies are valued, traded, and combined into portfolios to achieve investment objectives. It helps prepare students for a variety of careers including securities analysis, portfolio management, sales and trading, wealth management, private equity, and venture capital.

The Corporate Finance track is designed to help students better understand how to create shareholder value by making effective investment and financing decisions within firms both large and small. This track helps prepare students for a variety of roles including strategic planning, financial analysis, treasury management, and investor relations.

## Supplemental Coursework

In addition to the courses listed for the Corporate Finance and Investment tracks, we recommend that finance concentrators supplement their Finance coursework with relevant courses from other disciplines. These classes will not count toward the concentration

but will provide valuable perspective and/or complementary skills. Some great choices include the following:

Course Code	Title	Credits
ACC7500	Financial Reporting & Statement Analysis	3.00
ECN7520	Economic & Financial Forecasting	3.00
QTM7571	Machine Learning Methods for Bus	3.00
QTM9505	Financial Simulation	1.50

## Recommended Courses for Students Interested in Real Estate

Please note that taking these courses is not sufficient to satisfy the finance concentration. The following courses are for students interested in a career in real estate. For these students, we suggest taking the following courses:

Course Code	Title	Credits
FIN7527	Real Estate Financial Modeling	3.00
FIN7565	Real Estate Investments	3.00
FIN7566	Real Estate Transactions	3.00
FIN7570	Real Estate Finance	1.50
FIN7578	Real Estate Development	1.50
FIN9510	Residential Real Estate: Acquisition, Disposition, Finance, and Leasing	1.50

In addition to these courses, the following additional courses are recommended:

Course Code	Title	Credits
FIN7502	Capital Markets	3.00
FIN7513	Fixed Income	3.00
FIN7511	Corporate Finance: Raising Capital	3.00

## Additional Information

For more information on concentration requirements and/or eligibility please contact: Professor Jia Hao.

\*Historical Courses: courses offered Summer 2021 or earlier that are approved by the division to count toward concentrations.

## Global Management Concentration - Students who declared before Fall 2023

**Program of Study**

## Concentration

The Global Management Concentration at Babson is a rigorous program for students who are truly dedicated to pursuing an internationally oriented education and career. This program encourages Babson students to study abroad, think globally, and to pursue a variety of international business and area studies courses.

By combining 9 credits of coursework including an experiential component to broaden the understanding of global management, students interested in internationally active firms will achieve depth in a skill area – such as marketing or finance – and acquire a global mindset.

Total required credits: 9

Students must complete 3 credits from each requirement; courses do not need to be completed in any particular order.

## Requirement A

3 credits

Objective: To build the base for Global Management

Course Code	Title	Credits
STR7559	Global Strategic Management	3.00

## Requirement B

3 Credits

Objective: To deepen the understanding of Global Management

Course Code	Title	Credits
STR7500	Strategy Execution	3.00
MOB7543	Building Inclusive Organizations	3.00
ECN7505	International Macro:what Every MBA Should Know	3.00
EPS7504	Global Entrepreneurship	3.00
COM7503	Communicating and Collaborat Virt Teams	3.00

## Requirement C

3 credits\*

Objective: To broaden the experience of Global Management

Course Code	Title	Credits
	Electives Abroad	3.00
	Independent Research with a focus on Global Management	1.50-3.00

STR7508	International Consulting Experience	3.00
MFE7500	Mgmt Consulting Field Experience	3.00
OIM7506	Global Health Innovation Lab	3.00
MOB7512	Leading and Managing Project Teams	3.00
	Semester Abroad (usually 3 credits per course)	3.00

**Total Credits: 9**

\* All options above require students to go through an application process

[MOB7512](#): graduate students manage a team of undergraduates, projects should be checked with faculty coordinator for eligibility (students need written confirmation from the Global Management Concentration Faculty Coordinator (not the project's supervising faculty) prior to starting the project).

[MFE7500](#): qualifying projects will be notated in the MCFE Project Catalog

## Global Management Concentration -Students who declare Fall 2024 or later

### Program of Study Concentration

The Global Management Concentration at Babson is a rigorous program for students who are truly dedicated to pursuing an internationally oriented education and career. This program encourages Babson students to study abroad, think globally, and to pursue a variety of international business and area studies courses.

By combining 9 credits of coursework including an experiential component to broaden the understanding of global management, students interested in internationally active firms will achieve depth in a skill area – such as marketing or finance – and acquire a global mindset.

Total required credits: 9

Students must complete 3 credits from each requirement; courses do not need to be completed in any particular order.

## Requirement A

3 credits

Objective: To build the base for Global Management

Course Code	Title	Credits
STR7559	Global Strategic Management	3.00

## Requirement B

6 Credits

Objective: To deepen the understanding of Global Management

Course Code	Title	Credits
STR7500	Strategy Execution	3.00
MOB7543	Building Inclusive Organizations	3.00
ECN7505	International Macro:what Every MBA Should Know	3.00
EPS7504	Global Entrepreneurship	3.00
COM7503	Communicating and Collaborat Virt Teams	3.00
OIM7506	Global Health Innovation Lab	3.00
MFE7500	Mgmt Consulting Field Experience	3.00
MOB7512	Leading and Managing Project Teams	3.00
STR7508	International Consulting Experience	3.00
	Electives Abroad	3.00
	Independent Research with a focus on Global Management	1.50-3.00
	Semester Abroad (usually 3 credits per course)	3.00

**Total Credits: 9**

All of the following require students to go through an application process: [OIM7506](#), [MFE7500](#), [MOB7512](#), [STR7508](#), Electives Abroad, Semester Abroad

[MOB7512](#): graduate students manage a team of undergraduates, projects should be checked with faculty coordinator for eligibility. Students need written confirmation from the Global management Concentration faculty coordinator (not the projects supervising faculty) prior to starting the project

[MFE7500](#): qualifying projects will be notated in the MCFE Project Catalog

## Additional Information

For more information on concentration requirements and/or eligibility please contact: Professor Yamlaksira Getachew.

\*Historical Courses: courses offered Summer 2021 or earlier that are approved by the division to count toward concentrations.

## Marketing Concentration

### Program of Study

Concentration

To help graduate students prepare for careers in marketing, the Marketing Division offers a concentration in General Marketing.

For more information on concentration requirements and/or eligibility please contact: Professor Anirudh Dhebar by email at [dhebar@babson.edu](mailto:dhebar@babson.edu)

## Total Required Credits: 9

Students must complete 9-credits in course in addition to the core Marketing course (MKT7800). *The 9 credits do not have to be completed in any particular order.*

Course Code	Title	Credits
MKT7500	Social Media and Advertising Strategy	3.00
MKT7506	Marketing Analytics	3.00
MKT7540	Retailing Strategy	3.00
MKT7542	Digital Marketing	3.00
MKT7550	Consumer Behavior	3.00
MKT7555	Marketing High Tech Products	3.00
MKT7571	Sales in Action	3.00
MKT7572	Brand Management	3.00
MKT9501	Strategy & Tactics of Pricing	3.00
MKT9502	Pricing in the Information Industries	1.50
MKT9505	Sales&marketing Dynamic Franchise System	1.50
MBA7504	Systems Dynamics in Business,society&env	3.00
MBA9502	Customer Acquisition and Persuasion	1.50
COM7500	Persuasive Business Presentations	1.50
COM7501	Strategic Writing for Managers	1.50
COM7503	Communicating and Collaborat Virt Teams	3.00

**Total Credits: 9**

## Marketing Electives Grouped by Category/Tracks

To help guide students in choosing their electives, the Marketing division has provided course bundles in specific marketing areas. These courses have been grouped together in order to offer more in depth and knowledge in specific marketing functions-completing a

particular track is not required to complete the Marketing Concentration-any 9 credits from the above list will meet the requirements.

### Digital Marketing and Social Media Strategy

Course Code	Title	Credits
MKT7500	Social Media and Advertising Strategy	3.00
MKT7506	Marketing Analytics	3.00
MKT7542	Digital Marketing	3.00
MKT7555	Marketing High Tech Products	3.00
MKT7550	Consumer Behavior	3.00

### Pricing

Course Code	Title	Credits
MKT7550	Consumer Behavior	3.00
MKT9501	Strategy & Tactics of Pricing	3.00
MKT9502	Pricing in the Information Industries	1.50

### Sales and Customer Acquisition

Course Code	Title	Credits
COM7500	Persuasive Business Presentations	1.50
COM7503	Communicating and Collaborat Virt Teams	3.00
MBA9502	Customer Acquisition and Persuasion	1.50
MKT7540	Retailing Strategy	3.00
MKT7571	Sales in Action	3.00

### Brand/Retail Management

Course Code	Title	Credits
MKT7506	Marketing Analytics	3.00
MKT7540	Retailing Strategy	3.00
MKT7550	Consumer Behavior	3.00
MKT7572	Brand Management	3.00

### Business, Society and the Environment

Course Code	Title	Credits
MBA7504	Systems Dynamics in Business,society&env	3.00

### Optional Consideration: Experiential Opportunity

MCFE that will count for the marketing concentration are approved in advance with the graduate office for experiential learning. Please refer to that office's list of approved offerings.

## Quantitative Finance Concentration

### Program of Study Concentration

Total Required Credits: 12

Students must complete 3 credits from requirement A and a minimum of 6 credits from requirement B; to reach 12 credits they may take 3 additional credits from requirement B OR select from requirement C.

Courses do not need to be completed in any particular order.

For more information on concentration requirements and/or eligibility please contact: Professor Jasmina Hasanhodzic by email at jhasanhodzic1@babson.edu

### Requirement A

Course Code	Title	Credits
FIN7550	Derivatives: Theory and Practice	3.00

### Requirement B

Minimum 6 credits

Course Code	Title	Credits
FIN6200	Financial Data Analysis and Practice	3.00
FIN7504	Risk Management	3.00
FIN7516	Corporate Finance: Evaluating Opportunities	3.00
FIN7513	Fixed Income	3.00
FIN7518	Managing Portfolios	3.00
FIN7545	Financial Trading Strategies	3.00

Please note: some sections of these courses are available for MSF students only, MBA elective sections will show as "open" in the Workday Course Listing.

### Requirement C

Up to 3 credits

Course Code	Title	Credits
FIN7503	Equities	3.00
FIN7504	Risk Management	3.00
FIN7573	Investment Banking and Fin Modeling	3.00
ECN7510	Financial and Macroeconomic Data Analysis	3.00
ECN7520	Economic & Financial Forecasting	3.00

QTM7515	Reinforce Learn&seq Dec Making Practice	3.00
QTM7571	Machine Learning Methods for Bus	3.00
QTM9505	Financial Simulation	1.50

Requirement B:

- [FIN7504](#): If completed Spring 2024 and forward
- [FIN7516](#): Approved for students who began the MBA in Fall 2020 and later

Requirement C:

- FIN7504 : If completed Fall 2023 or earlier

**Total Credits:** 12

# Courses

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## ACC6110: Resource Planning and Control

ACC6110 Resource Planning and Control

(Formerly Managerial Accounting)

MSEL Course

1.5 Credits

This course empowers students with the quantitative skills and logical analysis required to evaluate the financial feasibility of strategic opportunities such as entering new markets, pursuing new customers, or introducing new products or processes. Managerial Accounting methods are also used to construct profitable business models for new or existing ventures. Asking the simple questions "What is the business model?" and "How will this strategy create a return for the owners?" the course emphasizes that financial analysis should be performed ex ante to screen ideas so entrepreneurs and organizations can get maximum value from their resources. While cases in this course are primarily focused on profit-seeking entities, managerial accounting skills may be successfully applied to any venture with an imperative to accomplish challenging strategic goals while using resources efficiently.

**Credits** 1.50

## ACC7200: Financial Reporting

ACC7200 Financial Reporting

2 Credits

Financial Reporting (FINACC) - Whether you are starting your own business, working in the not-for-profit sector, managing your personal finances, or working for a large corporation, you will need to be able to incorporate financial information into your decision making process. The purpose of this course is to review the concepts surrounding financial reporting and to emphasize the importance of being an informed user of financial information. Financial reports will also be analyzed across companies, industries, and countries, providing linkages to entrepreneurial and strategic decision making. The course also addresses the ethical responsibility managers have to carry out their fiduciary responsibility to all stakeholders of the company, including the growth in corporate social responsibility reporting and how companies are incorporating this information into their reports and websites.

**Credits** 2.00

## ACC7201: Measuring and Managing Strategic Performance

ACC7201 Measuring & Managing Strategic Performance

2 Credits

Measuring & Managing Strategic Performance (MMSP) – This course is focused on the connection between strategy execution and profitability. Students develop skills in quantitatively-grounded logical analysis in order to be able to:

- o Judge the financial feasibility of plans for launching new businesses or for redesigning existing ones.
- o Grow profitable and sustainable ventures.
- o Create business models that make money.

**Credits** 2.00

## ACC7503: Designing a Business for Profitability

ACC7503 Designing a Business for Profitability

3 Elective Credits

If you have taken and passed ACC7201, you cannot register for ACC7503, as these two courses are equivalent

This course is focused on the connection between strategy execution and profitability. Students develop skills in quantitatively grounded logical analysis in order to be able to:

- Judge the financial feasibility of plans for launching new businesses or for redesigning existing ones.
- Grow profitable and sustainable ventures.
- Create business models that make money.
- Integrate analytics and Industry 4.0 concepts to make business decisions.

Prerequisites: None

**Credits** 3.00

## ACC7577: Finance and Accounting As Competitive Tools

ACC7577 Finance for Non-Financial Professionals  
3 Elective Credits

This finance course bridges the gap between functional business knowledge and practical financial information. By connecting your company strategy to its financial implications, you increase the value of your organization and become a more effective business leader. Topics covered include: understanding financial statements, using finance to improve decision-making, projecting cashflows, and assessing organizational performance. The curriculum focuses on universal business problems that are specific to your needs, and teaches you how to immediately apply that information in ways that are relevant to your job.

**Credits** 3.00

## ACC7580: Independent Research

ACC7580 Independent Research

1.5-3 Credits

Independent research is available for all academic divisions. Registration is manual for students through Graduate Programs and Student Affairs.

Independent Research provides an opportunity to conduct in-depth research in areas of a student's own specific interest. Students may undertake Independent Research for academic credit with the approval of a student-selected faculty advisor, the appropriate division chair, and Graduate Programs and Student Affairs. Please note that a student is responsible for recruiting a faculty advisor through the student's own initiative and obtain the advisor's prior consent/commitment before applying for an independent research project.

Authorization for such a project requires submission of a formal proposal written in accordance with standards set forth by the Graduate School. The research project normally carries 1.5 or 3 credits.

For more information and a proposal outline please visit:  
<http://www.babson.edu/Academics/graduate/mba/Pages/independent-research.aspx>

**Credits** 3.00

## ACC7800: Financial and Sustainability Reporting

ACC7800 Financial and Sustainability Reporting  
(Formerly Financial Reporting)  
2 Credits (Core MBA)

If you have taken and passed ACC7200, you cannot register for ACC7800, as these two courses are equivalent

The purpose of this course is to review the concepts surrounding financial and environmental, social, and governance (ESG) reporting and to emphasize the importance of being an informed user of financial and ESG information for any entrepreneurial leader. Whether you are involved in an existing business or starting your own, working in the not-for-profit sector or managing your personal finances, you will need to be able to incorporate financial information into your decision-making process. We will be constructing financial statements, analyzing them across companies and industries, and providing linkages to entrepreneurial and strategic decision making. We will also be exploring how the reporting of ESG factors integrates with financial reports to provide useful information for evaluating risks and the long-term sustainability of a business.

**\*\*It is strongly recommended that students complete this course prior to taking FIN7800\*\***

**Credits** 2.00

## COM7500: Persuasive Business Presentations

COM7500 Persuasive Business Presentations  
(Formerly MOB7502)  
1.5 Credits

If you have taken and passed MOB7502, you cannot register for COM7500, as these two courses are equivalent

Managers and entrepreneurs need effective presentation skills to persuade key audiences, such as employees and team members, investors, and prospective clients. A successful presentation depends on delivery and non-verbal factors as well as careful preparation and a logical organization of ideas.

In this workshop format class, you will deliver four or five formal presentations, which we will video record to help you evaluate your technique. We will also give you some opportunities for impromptu speaking. Topics may include: rocket pitch to investors, B2B sales presentation, strategic recommendation to senior management, and a technical financial or data-driven presentation. Students are encouraged to use material from other courses or from your work context. We will also cover creating effective visuals and interacting with your visuals to tell a compelling story. The focus will be on providing extensive and constructive feedback and coaching you on assessing and improving your own capabilities.

Prerequisites: None  
**Credits** 1.50

## COM7501: Strategic Writing for Managers

COM7501 Strategic Writing for Managers  
(Formerly MOB7501)  
1.5 Credits

If you have taken and passed MOB7501, you cannot register for COM7501, as these two courses are equivalent

This course helps students become more efficient and effective writers of strategic professional communications. Cases, readings, and assignments illustrate challenging communication problems that demand readable, succinct, substantive, and persuasive writing. Assignments may range in applications to as internal formal and informal communications, and external communication such as media and public relations, client relations, and social media. Class activities involve extensive peer review and editing of students' own writing.

Prerequisites: None  
**Credits** 1.50

## COM7503: Communicating and Collaborat Virt Teams

COM7503 Communicating and Collaborating in Virtual Teams

3 Elective Credits

In this fully online course, students will learn how to successfully collaborate and communicate in virtual teams. Students will begin by reading and discussing course readings on organizational and global communication; virtual communication; and theoretical frameworks of the use of AI technologies in order to build a working knowledge of current collaboration technologies and effective communication in different contexts. Using this knowledge as a backdrop, students will explore and analyze the impact that these technologies have on business and communication. Students will apply their communication knowledge to a practical experience with existing virtual collaboration tools through shorter group assignments, guest speakers, interviews with remote workers, and a longer writing and oral presentation final project.

During the course, students will be expected to hold virtual class and group meetings, use and evaluate collaboration and project management tools, reflect on their virtual communication and leadership experiences, lead weekly remote group work, and write a final professional research report analyzing the communicative and collaborative effectiveness of state-of-the-art technology used in today's corporate environment.

In this revamped offering, our Babson students will be paired with Nord University (Norway) students for half of the Spring semester to engage in an exciting VE/COIL project. VE/COIL, which stands for [Virtual Exchange/ Collaborative Online International Learning](#), is an emerging global exchange opportunity for students and faculty to collaborate across institutions. Students will complete a consulting project for Yara International, a Norwegian company. In this project, students from Babson will partner with Nord University students virtually in a true global experiential learning environment.

Prerequisites: None

**Credits** 3.00

## ECN6111: Entrepreneurial Economics

ECN6111 Entrepreneurial Economics

MSEL Course

This course applies economic theory to decisions faced by entrepreneurs such as pricing, investment, data usage, and ethics. A primary focus of this course will be on using data to improve strategic decision making. Students will be encouraged to think about the strategic implications of decisions and to use both theory and data to support, validate, and revise decisions as needed. Entrepreneurial leaders are challenged in the global marketplace to effectively communicate not only the results of analysis but the rationale for decisions. Through both individual and group work, students will conduct market analysis and present the results while also interacting with their peers to provide constructive practical critiques.

**Credits** 1.50

## ECN6310: Modern Econometrics for Business

ECN6310 Modern Econometrics for Business

3 Credits

Using an experiential learning approach, this course equips you with a wide variety of modern tools in prescriptive analytics, from business experiments to regression discontinuity, to give you the power to evaluate business strategies and policies. The course also covers extensive anatomy of regressions, hypothesis testing, Monte-Carlo simulation, and time series analysis and forecasting with a hands-on approach using applications from the world of business.

Prerequisites: MBA students will be required to review approximately 6 hours of pre-work videos

**Credits** 3.00

## ECN7200: Managerial Economics

ECN7200 Managerial Economics

2 Credits

Managerial Economics (MICRO) - This course provides a framework for systematic analysis of consumer and firm's choices in light of global market dynamics to create and capture value given the firm's and industry's market structure. This framework is used to explain firm adjustment to changes in market conditions, as well as to changes in government policies and laws. While the course focuses on understanding how the value of the firm can be increased, it also addresses broader questions of efficiency, equity and sustainability.

**Credits** 2.00

## ECN7201: International Macroeconomics and Business Environment Analysis

ECN7201 International Macroeconomics and Business Environment Analysis

(Formerly Managing at the Crossroads: Business, Government, and the International Economy)

2 Credits

Managing at the Crossroads: Business, Government, and the International Economy (Mac-BGIE) – This course focuses on domestic and international cause-and-effect relationships among credit markets, goods and services markets, and foreign exchange markets. This global framework is used to explain the effect that economic, social, and/or political shocks have on a nation's growth and prosperity.

**Credits** 2.00

## ECN7500: Economic Analysis for Business Decisions

ECN7500 Economic Analysis for Business Decisions

3 Elective Credits

If you have taken and passed ECN7200 you cannot register for ECN7500 as these two courses are equivalent

Running a successful business requires decision-making that is informed by an understanding of the market environment in which the firm operates. Business leaders and entrepreneurs need analytical skills and the ability to anticipate market dynamics if they are going to manage for growth. Economic Analysis for Business Decisions provides students strategic and tactical competencies such as: sizing market demand, identifying market opportunities, differentiating products and services effectively, strategic pricing, cost modeling, determining optimal firm size and identifying sources of market power. With these competencies in hand, students will then develop the ability to determine the best competitive strategies based on a clear understanding of an industry's structure and behavior, and the firm's advantages within the larger market. Students will use game theory to model strategic behavior, consider the firm's responsibilities and the government's role in correcting market failures, and will leave the course with an ability to create business models that will grow stakeholder value.

Prerequisites: None

**Credits** 3.00

## ECN7505: International Macro:what Every MBA Should Know

ECN7505 International Macro: What Every MBA Should Know

3 Elective Credits

This course focuses on the intersection between international macroeconomics and business strategy. It highlights the movements of and interrelations among major macroeconomic variables that affect the performance of nations, in general, and businesses, in particular. None of these economic factors is controlled by any manager, but good managers must react to, cope with, and anticipate them. IM provides an intuitive, logical, and internally consistent framework for managers to: (1) function effectively in a world where business performance and strategies are affected by international institutions, domestic and global economic forces, as well as government and central bank policies, (2) evaluate whether government and central bank policies are sustainable, (3) create and critically evaluate country analyses, (4) clarify how changes in a country's economic climate affect corporate financial plans and capital budgeting decisions, and (5) improve financial projections (e.g., cash flow statements, income statements and balance sheets). With this knowledge, managers are better able to internalize, analyze, and make decisions based on the expected impact that economic, political, and social forces have on companies' strategies, competitive positions, and performances.

Prerequisites: None

**Credits** 3.00

## ECN7510: Financial and Macroeconomic Data Analysis

ECN7510 Financial and Macroeconomics Data Analysis

3 Elective Credits

There are numerous challenges to competently modeling/forecasting financial and macroeconomic variables. Basic statistical analysis may yield misleading results for various reasons including time-varying volatility, structural change, and outliers. Time series data is also often "non-stationary" which, if not addressed, can lead to spurious regression or "nonsense correlations". Analysis of "big data" meanwhile can promote model selection bias where the effects in the final model are overstated. Moreover, the relationship of cause and effect between variables is often two-way, where both variables affect each other. In this class, you will learn several methods to address these problems including: cointegration (to address non-stationarity), vector autoregression (to allow for interdependence between variables), and a machine learning algorithm to conduct unbiased model selection from "big data" while addressing outliers and structural change.

Prerequisites: None

**Credits** 3.00

## ECN7515: Business Model Innovation to Compete

ECN7515 Business Model Innovation to Compete in the Digital Economy

3 Elective Credits

Recent surveys to Top Management Teams show that business model innovation is at the forefront of their thoughts and challenges, both in startups and established companies. This course provides the tools to design and operate innovative business models.

The tools to be learned should help students understand how to think about business model innovation, respond to the entry of disruptive business models, and decide whether the company should operate single or multiple business models. We also analyze business model transformation and innovation in entrepreneurial organizations and how these organizations can use business model innovation to challenge established companies even in mature industries.

Examples of questions to be asked in the course are: How can a startup disrupt industries such as dairy, pharmaceutical, retail, financial, wine, and biotechnology? What are the fundamental issues to consider when designing business models that require different customer groups simultaneously? How to build sustainable models? What are the conditions to implement a business model innovation in an organization? How can the simultaneous operation of more than one business model promote a hard-to-imitate competitive advantage?

Regardless of your intended career path, understanding business models is essential. In investment banking or private equity, you need to understand the "engine" (i.e., the business model) that produces profits. In consulting, you need to solve organizational problems, which is very hard without understanding how the business model works. In industry, regardless of the company, economic sector, and position, you need to understand the context in which you operate and how your actions fit into the firm's policies, assets, and decision-making. In entrepreneurship, business model innovation is a powerful tool to succeed.

Prerequisites: None

**Credits** 3.00

## ECN7520: Economic & Financial Forecasting

ECN7520 Economic and Financial Forecasting

3 Credits

If you have taken and passed QTM9501, you cannot register for ECN7520, as these two courses are equivalent

Do you anticipate making or evaluating economic and business forecasts in your career? This \_hands-on\_ course provides students a comprehensive introduction to the field of forecasting and econometrics. It covers three main areas of forecasting: basic statistical methods, structural models, and time series models. Throughout the course we will focus on applied examples and use software to forecast key economic and business measures of performance (such as asset pricing, investment risk, interest rates, unemployment rates, industry level and firm level sales, revenues and other variables) while learning to assess the strengths and weaknesses of these forecasts.

These techniques can improve corporate financial planning, marketing, sales forecasts, production planning, and many other decisions where better predictions in light of uncertainty can reduce costs, raise profits and lead to better decision-making.

Prerequisites: None

**Credits** 3.00

## ECN7550: Business Strategy and Game Theory

ECN7550 Business Strategy and Game Theory 3 Elective Credits This course makes extensive use of Game Theory (in addition to applied economics and other emerging strategic models) to provide a systematic and rigorous approach for formulating winning strategies for creating and capturing value in the context of interdependence and uncertainty. This course will empower you with the knowledge and skills to frame the strategic questions for data analysis and turn data into strategic insight and foresight for agile startups as well as for large corporations. Case studies are used to illustrate successful application of strategies. The teaching method utilizes simulations, gaming, and practical, case-based discussions. Topics include: threats and opportunities in the supply chain, the dynamics of pricing rivalry, entry decisions/entry deterrence, mergers and acquisitions, strategic commitment, negotiating, bidding, and managing innovation for sustaining competitive advantage. Antitrust issues are also addressed.

Prerequisites: None

**Credits** 3.00

## ECN7555: Health Care: Markets, Analytics and Strategies

ECN7555 Health Care: Markets, Analytics and Strategies (Formerly Health Economics)

3 Elective Credits

Health care costs account for 18% of U.S. GDP, which is one reason the health care industry is abundant with job openings and entrepreneurship opportunities! This is especially true in the Boston area, which has become a global leader in the health care and life sciences industries. This course follows a hands-on, two-pronged approach to solve real-world problems.

- Prong #1 focuses on the market and organizational structures of major stakeholders, including pharmaceutical companies, health care tech companies, insurers, hospitals, physicians, patients, and government.

- Prong #2 uses empirical methods, such as big data, survey, Pay-for-Performance, and Health Technology Assessment, to analyze these stakeholders' challenges, assess business opportunities, and design evidence-based strategies. In addition, you will learn SAS, a highly demanded analytical skill on the job market.

For students interested in health care and life science industries, this course will provide you with the tools and knowledge needed for evidence-based, expert-level opinions. For students interested in analytics, the methods used in health care analyses are applicable, transferrable, and relevant to a host of other industries and functions, such as marketing and finance.

Prerequisites: None

**Credits** 3.00

## **ECN7575: Business Models, Competitiveness, and the Changing European Environment**

ECN7575 Business Models, Competitiveness, and the Changing European Environment  
3 Elective Abroad Credits

Program fee is paid to Glavin Office – program fee includes: accommodations, breakfast, ground transportation, program planned meals and cultural excursions. Not included: tuition, international flight, single room supplement (additional \$500), visa costs, additional meals and personal expenses.

ECN 7575 explores competitive and strategic dimensions of companies doing business in the European Union (EU) in the context of EU competitiveness, institutions, policies, history and culture. This course studies ways that companies organize and define core competencies to build successful global brands. It further examines emerging trends, opportunities, and challenges for business and business creation in Italy and in the EU. ECN7575 explores how companies adapt and take advantage of business model disruptions, such as changes in technology and EU regulation, in light of current market dynamics. This course is grounded in economic fundamentals of relevant market definition, competitiveness in different geographies, firm behavior and performance, and provides students with opportunities to evaluate how companies position themselves for success in global markets based on their business model and strategic choices.

ECN 7575 is divided into two parts: two on-campus lectures (WebEx available for Blended Learning students) and a week-long site visit to Italy. In Italy, students will visit 5-6 companies to study challenges and opportunities they are facing in the context of the EU, its institutions, and global competition. Past company visits include among others: Amazon, PayPal, Lamborghini, Ferrari, Ducati, Ermenegildo Zegna, Armani, Eataly, Brembo and DHL. In addition, several faculty from Bocconi University will offer lectures and case discussions pertaining to the current developments in the EU and the European Competitiveness court and relate them to relevant company visits. Applications discussed will also include luxury brand management, integrated supply chains, and consequences of specific business model choices for valuation, revenue potential, and brand equity objectives. Last but not least, several activities are planned that will allow students to engage in and embrace Italian history and culture. Past excursions include a night at La Scala, a guided tour of Milan, a viewing of Leonardo DaVinci's The Last Supper,

and attending a soccer game at San Siro.

Prerequisites: ECN7200, ECN7201, ECN7500 or ECN7505  
**Credits** 3.00

## **ECN7580: Independent Research**

ECN7580 Independent Research

1.5-3 Credits

Independent research is available for all academic divisions. Registration is manual for students through Graduate Programs and Student Affairs.

Independent Research provides an opportunity to conduct in-depth research in areas of a student's own specific interest. Students may undertake Independent Research for academic credit with the approval of a student-selected faculty advisor, the appropriate division chair, and Graduate Programs and Student Affairs. Please note that a student is responsible for recruiting a faculty advisor through the student's own initiative and obtain the advisor's prior consent/commitment before applying for an independent research project. Authorization for such a project requires submission of a formal proposal written in accordance with standards set forth by the Graduate School. The research project normally carries 1.5 or 3 credits.

For more information and a proposal outline please visit: <http://www.babson.edu/Academics/graduate/mba/Pages/independent-research.aspx>

**Credits** 3.00

## **EPS6300: Entrepreneurship, Analytics, and Strategy of the Firm**

EPS6300 Entrepreneurship, Analytics, and Strategy of the Firm

3 Blended Credits

This course provides an overview of the entrepreneurship method that will enable students to create, identify, assess, shape, and act on opportunities in a variety of contexts and organizations, while also introducing students to the use of analytics throughout the lifecycle of business applications. The method, called Entrepreneurial Thought and Action® (ET&A), is teachable and learnable, but is not predictable. This is a results-oriented course that emphasizes early action in order to test and refine new venture concepts. Topics will include: innovation uncertainty in the corporate environment, Design Thinking, Shareholder Value and EVA/Multi Business Strategy in Large Corporations, Industry Analysis, Ecosystems and Competitive Positioning and How Big Companies Make Decisions.

Prerequisites: Admission in to the MSBA program. CAM students should contact Graduate Academic Services to pursue enrollment in this course.

**Credits** 3.00

## **EPS7200: Entrepreneurship and Opportunity**

EPS7200 Entrepreneurship & Opportunity

2 Credits

Entrepreneurship & Opportunity (E&O) – This course provides an overview of the entrepreneurship method that will enable you to create, identify, assess, shape, and act on opportunities in a variety of contexts and organizations. The method, called Entrepreneurial Thought & Action® (ETA), is teachable and learnable, but is not predictable. This is a results-oriented course that emphasizes early action in order to test and refine new venture concepts.

**Credits** 2.00

## **EPS7201: Strategic Innovation Mature Organizations**

EPS7201 Strategic Innovation in Mature Organizations

3 Core Credits - Blended Miami Program Core Course

Corporations caught up in the web of commoditization and stagnation have come to realize that they need entrepreneurial capabilities to create new platforms of business that will be the promise of the future. Yet overall, these efforts have produced uneven success. Although entrepreneurs in organizations can benefit from the resources, experience, financial assets and networks of the large company, they are constrained by its bureaucratic practices. Recent evidence points to corporate leaders' renewed attention to developing management systems that work with, rather than against intrapreneurs. In this course we will examine various approaches companies have taken to build this organizational capability. We examine five different approaches and consider the shortcomings of each. We will build the rationale for why innovation must become an organizational function if a company truly wishes to compete for the Future. We focus at the organizational level rather than the individual project level, seeking insights about how organizations can institutionalize structures and processes for entrepreneurship, even within a dominant culture of operational excellence that, of necessity, pervades most large established firms.

**Credits** 3.00

## EPS7500: New Venture Creation

EPS7500 New Venture Creation

(Formerly Entrepreneurship)

3 Credits

This course integrates many of the concepts, tools and practices of entrepreneurship. Students will learn to be superior opportunity assessors and shapers, to understand the integration of people and process in entrepreneurship, to write, articulate and present a new venture execution plan, understand the alternatives and trade-offs in financing, starting and operating a venture, and gain a better understanding of their personal entrepreneurial capabilities. Students will engage in feasibility assessment, venture viability analysis and resource acquisition. Students will learn how to conduct rigorous business-planning, and also how to network for resources and to be able to communicate about a new venture in a confident, articulate and effective manner. The course builds on foundation concepts from the Opportunity and Entrepreneurship courses, and is designed for students seriously considering launching a new venture in a variety of contexts (e.g. corporate, family, organization, franchise) or students planning to work in an early-stage venture.

Prerequisites: EPS7200 or EPS7800

**Credits** 3.00

## EPS7503: Creating Epic Organizations

EPS7503 Creating Epic Organizations

3 Elective Credits

This course welcomes students who seek an intellectual and professional “sandbox” to pursue “EPIC” opportunities for themselves or for their companies. EPIC opportunities empower you and others to pursue big, bold initiatives, pioneer new technologies, markets, or business models, inspire new solutions to address the UN Global Goals, and require courage to tackle different problems. You will wrestle with managerial and societal issues that call for entrepreneurial leaders to take a stand and chart a new path with EPIC initiatives.

In this course, you will study historical and contemporary examples, role models, and scenarios of EPIC opportunities and pursuits. You will examine both academic research and practical resources to understand the core principles of operating with an EPIC mindset. You will learn a set of EPIC tools to apply immediately in your own ventures, workplace, or careers. You will create an action plan that outlines how you intend to pursue an EPIC opportunity - now or in the future.

Prerequisites: None

**Credits** 3.00

## EPS7504: Global Entrepreneurship

EPS7504 Global Entrepreneurship

(Previously titled International Entrepreneurship)

3 Elective Credits

Generating economic growth, fueling social development, and increasing individual wealth in developed and emerging economies around the world, entrepreneurship has drawn the attention of a wide range of stakeholders (e.g., government, academic, corporations, non-profits, etc.). International entrepreneurial opportunities abound as a result of technological advances, environmental challenges, and increased market access. International Entrepreneurship explores and analyzes these opportunities and challenges of launching and leading ventures in an international context. To accomplish this, the course uses a variety of frameworks, analytical models, and decision-making tools to better understand the entrepreneurial process and leadership in the context of cultures, economies, governments, and legal systems, primarily outside the United States. The primary assignment is an international venture plan completed by teams.

[For More Information Click Here](#)

**Credits** 3.00

## EPS7506: Social Innovation

EPS7506 Social Innovation  
3 Elective Credits

We are living in a world where societal expectations of business have shifted and the lines between business, government, and the social sectors are being blurred. Businesses are called upon to create both economic and social value in new ways. This course addresses issues related to the social, economic, and environmental responsibilities of business. The topic of sustainability is also addressed.

**Credits** 3.00

## EPS7507: Corporate Entrepreneurship

EPS7507 Corporate Entrepreneurship

3 Credits

Corporations caught up in the web of commoditization and stagnation have come to realize that they need entrepreneurial capabilities to create new platforms of business that will be the promise of the future. Yet overall, these efforts have produced uneven success. Although entrepreneurs in organizations can benefit from the resources, experience, financial assets and networks of the large company, they are constrained by its bureaucratic practices. Recent evidence points to corporate leaders' renewed attention to developing management systems that work with, rather than against intrapreneurs. In this course we will examine various approaches companies have taken to build this organizational capability. We examine five different approaches and consider the shortcomings of each. We will build the rationale for why innovation must become an organizational function if a company truly wishes to compete for the Future. We focus at the organizational level rather than the individual project level, seeking insights about how organizations can institutionalize structures and processes for entrepreneurship, even within a dominant culture of operational excellence that, of necessity, pervades most large established firms.

**Credits** 3.00

## EPS7508: Initiation of Corporate Ventures

EPS 7508: Initiation of Corporate ventures

3 elective credits

The course focuses on ways to profitably exploit business opportunities (as opposed to what opportunity to pursue). It will allow you to acquire the skill set necessary for crafting a winning business model for your venture - developing and writing a concise, coherent, effective, and complete business development plan and prepare you to gain support within a mature corporation for your plan.

[For more information Click Here.](#)

Prerequisite's: EPS 9501

**Credits** 3.00

## EPS7509: Ai Pioneers:creating Future Business

EPS 7509: AI Pioneers: Creating the Future of Business

3 elective credit

This experiential seminar explores the rapidly evolving field of artificial intelligence (AI) and its potential for creating new business opportunities. Students will learn about cutting-edge technologies in AI, such as machine learning, computer vision, neural networks, and natural language processing. We will also cover recent developments in the AI industry and the impact of venture capital investment on AI startups. Throughout the course, students will have the opportunity to experiment with AI technologies and develop their own innovative projects. By the end of the course, students will have a deep understanding of the current state of AI and the potential for new business opportunities in this field. This course is ideal for students interested in the intersection of entrepreneurship and technology.

Prerequisites: None

**Credits** 3.00

## EPS7510: Financing Your Entrepreneurial Business

EPS7510 Financing Your Entrepreneurial Business  
(Formerly Entrepreneurial Finance)

3 Credits

Focuses on raising seed and growth capital from venture capital, business angels, investment banking, and commercial banking sources; and financial problems unique to the small- and medium-sized firm undergoing rapid growth. Examines actual proposals made to venture capital firms, particularly in terms of their financial viability. Course also examines financial management for entrepreneurs over the life of a business project. Includes financing start-ups, financial planning for the nonpublic smaller enterprise, going public, selling out, bankruptcy, sources of capital, and other related topics.

Prerequisites: None  
**Credits** 3.00

## EPS7520: Managing Growing Businesses

EPS7520 Managing Growing Businesses

3 Credits

This case-based course is designed to provide insight into the challenges and opportunities accompanying growing an entrepreneurial company. The course provides the concepts and framework necessary to enable entrepreneurial management in organizations of all sizes and types. It is intended for individuals interested in managing growth in their own companies as well as those growing an existing company by creating value through innovation and opportunity capture. The course focuses on the decisions entrepreneurs must make to recognize and capture opportunities, obtain and allocate resources, challenge and direct personnel, and adapt personal goals and corporate strategies to a changing business environment. In this process, the course examines management challenges commonly encountered at different stages in the life-cycle of an entrepreneurial business, including start-up, growth, change of direction, and harvest.

**Credits** 3.00

## EPS7530: M & a for Entrepreneurs

EPS7530 M & A for Entrepreneurs  
3 Credits

This course focuses on the strategies and processes entrepreneurs and business leaders employ in various types of middle market acquisitions and divestitures (leveraged buyouts, management buyouts, etc.). Its content is applicable for students pursuing either entrepreneurial opportunities or corporate positions where they may be called upon to acquire or divest a division or product line or company. Although this course is mainly at a strategic level, a basic knowledge of accounting and finance is required to understand valuation, income statements, cash flow and balance sheet issues. Students would benefit from taking Entrepreneurial Finance, Private Equity (or Investment Banking) before enrolling in this course. A good deal of the work required in this course will be done through student learning groups.

Prerequisites: Basic knowledge of accounting and finance will be helpful in understanding valuation, income statements and balance sheet issues  
**Credits** 3.00

## EPS7534: Franchise,license&distriB Collab Bus Mod

EPS7534 Franchising, Licensing & Distributorship  
Collaborative Business Models  
3 Elective Credits

If you have taken and passed EPS7571, you cannot register for EPS7534, as these two courses are equivalent

This course focuses on the process, challenges and opportunities in franchising, which is a \$2T part of the U.S. economy and a multi-trillion-dollar market worldwide. \_Franchising\_ is a very specific term referring to a business that licenses its brand, operating model and provides support to franchisees who pay a number of fees and then invest their own capital to build the corporate brand. The course is practical in approach and touches on a large number of issues in seven weeks. Previous exposure to franchising, M&A or small business is not assumed.

For more information: <https://babson.webex.com/webappng/sites/babson/recording/ac84a20eebe8103abbfa005056812cb9/playback>

Prerequisites: EPS7200 or EPS7800  
**Credits** 3.00

## EPS7539: Future Trends in Entrepreneurial Ventures

EPS7539 Future Trends in Entrepreneurial Ventures  
3 Credits

Changing industry and market forces create scalable, emergent markets for new ventures. Entrepreneurs and Corporate Innovators who can grasp future trends have a distinct advantage in being able to focus their efforts where opportunities and markets converge. In this course, we will scan the future in Three Areas (Business and Economic, Technology, and Organization) that are further expanded into twelve dimensions. The goal of this course is to create an understanding of how to develop entrepreneurial and innovative vision and action in order to scan, identify, and test future customer needs; design products and services to meet those needs; and build support from the entrepreneurial eco-system including investors and business partners. Students will develop an understanding of the future that applies to her/his own innovation leadership vision; identify Key Future Factors that allow innovative leaders to address customer needs currently unmet; and develop an action approach to scale an opportunity with an assessment of future trends and markets.

**Credits** 3.00

## EPS7545: Buying a Small Business

EPS7545 The Entrepreneurial Extension: Buying a Small Business

1.5 Credits

This course will delve deeply into the challenges, process, and risks of buying a small business. Students will explore the intricacies of planning, evaluating and negotiating to buy a small business from a family-controlled or privately-owned enterprise. All aspects of financing and equity structure alternatives plus the industry peculiarities of acquiring a small business will be explored via cases, discussion, and an individual research paper.

This course is geared specifically to buying a small business and links with EPS7530 (M&A for Entrepreneurs) which focuses on a broad understanding of middle-market company M&A and is geared to students looking to buy a business in the future or students entering the corporate or advisory world.

Prerequisites: None

**\*\*It is recommended that students also take EPS7530 (M&A for Entrepreneurs) in order to develop a deep understanding of the M&A process\*\***

**Credits** 1.50

## EPS7546: Buying a Small Business: the Search Exp

EPS7546 Buying a Small Business: The Search Experience

1.5 Credits

This course compliments EPS 7545 (Buying a Small Business) and EPS 7530 (M&A for Entrepreneurs) by allowing students interested in buying a business the opportunity to conduct a live search under the supervision of their Professor. Enrollment in or successful completion of either of the courses listed above is a prerequisite for this course.

The latter stage of the MBA program is an excellent time to conduct a business search. Students can learn from their experiences, share lessons with fellow students and actually find a serious business acquisition opportunity within a three-month semester.

The course will include group seminars and private sessions with the Professor for planning and review of the individual search plan. Students are expected to spend 30-40 hours during the semester conducting a serious search.

Group seminars will cover the following areas:

- Self Assessment
- Definition of the Search Objectives
- Preparation of a Business Plan for the Search
- Preparation of a Communications and Target Plan
- Opportunity Risk and Opportunity Process
- Strategies for Information, Due Diligence & Negotiations
- Keeping the Deal Alive
- The Closing Process

Prerequisites: Students who enroll in this course must be currently enrolled in EPS7530 or EPS7545 or have completed one of these courses in a prior semester AND also have completed EPS7200 or equivalent core

**Credits** 1.50

## EPS7556: Foundations of Family Entrepreneurship

EPS7556 Foundations of Family Entrepreneurship

3 Credits This course provided a broad overview of topics that are relevant to understanding the nature and dynamics of entrepreneurial families. The course will cover such topics as; defining family entrepreneurship versus family business, identifying the pervasiveness of family entrepreneurship and its economic and social contributions, governance and succession in entrepreneurial families, the management of change and transgenerational value creation, conflict management, and the development and allocation of financial and human assets.

[For more information please view this video.](#)

Prerequisites: None

**Credits** 3.00

## EPS7578: Raising Money-VC and Private Equity

EPS7578 Raising Money-venture Capital and Private Equity

3 Credits

By the end of this course, students will be able:

1. To identify different types of private investors
2. To understand into what types of businesses and at what stages different equity investors invest
3. To learn and understand how private investors make their decisions
4. To understand and negotiate detailed term sheets typical of venture capital and private equity deals
5. To be aware of the full investment cycle and how that impacts entrepreneurs

This class concentrates on developing knowledge of the private investor markets: focusing primarily on early-stage venture capital investing (both venture capital funds and angel investors) and later stage private equity investing (buyout funds). We will examine the evolution of private investing and the development of alternative asset classes. Most of the class is taught from the entrepreneur's perspective, but we will learn the dynamics of establishing and operating an institutional VC or private equity fund. A key to successfully raising money from private investors is to understand THEIR business model and structural dynamics. Course materials provide future entrepreneurs with a detailed understanding of how private investors analyze, think and behave so that the entrepreneurs can understand the founding, fund raising and strategic assessment process of the investing entities.

The course will be taught in a BLENDED format, comprised of readings, lectures, case discussions as well as outside guest speakers (both entrepreneurs and investors). There will be weekly asynchronous assignments, two full days of face-to-face instruction and optional weekly synchronous online sessions.

For more information on this course you can watch a video by [Clicking Here](#)

Prerequisites: None

**Credits** 3.00

## EPS7580: Independent Research

EPS7580 Independent Research

1.5-3 Credits

Independent research is available for all academic divisions. Registration is manual for students through Graduate Programs and Office of Graduate Academic Services.

Independent Research provides an opportunity to conduct in-depth research in areas of a student's own specific interest. Students may undertake Independent Research for academic credit with the approval of a student-selected faculty advisor, the appropriate division chair, and Graduate Academic Services. Please note that a student is responsible for recruiting a faculty advisor through the student's own initiative and obtain the advisor's prior consent/commitment before applying for an independent research project. The research project normally carries 1.5 or 3 credits.

For more information and a proposal outline please visit: <http://www.babson.edu/Academics/graduate/mba/Pages/independent-research.aspx>

**Credits** 3.00

## EPS7800: Entrepreneurship

EPS7800 Entrepreneurship

2 Credits (Core MBA)

If you have taken and passed EPS7200, you cannot register for EPS7800, as these two courses are equivalent

Through the Entrepreneurship components of the course, you will explore and practice the concepts of creativity, innovation, and entrepreneurship, and how these three concepts come together to create the future. You will examine the importance of creativity in this process, and how it fosters an innovative and entrepreneurial approach to identifying, solving and acting on management challenges. You will build an ET&A toolkit to create and evaluate entrepreneurial opportunities, marshal resources, and form teams driven by creativity, leadership, and smart action. You will explore questions about value exploration and value appropriation - for yourself and for others in society. In sum, this course is a journey through the fuzzy front-end of early-stage entrepreneurial activity. This course is not intended to be a complete overview of entrepreneurship. It makes no effort to deal with all the complex issues of entrepreneurial practice. Topics such as managing growth, franchising, entrepreneurial finance, corporate entrepreneurship, family entrepreneurship, or buying businesses are not covered in the course. Other courses offered during your MBA program go into greater depth in many of these issues. This course is an immersion experience for finding, creating, and evaluating early-stage opportunities for value creation. It also expands your horizons about how to determine what is valuable not only for yourself, but for others across people, organizations, and society in new and creative ways.

**Credits** 2.00

## EPS8573: Eit: Refinement

EPS8573 Entrepreneurship Intensity Track (EIT)  
Regular Speaker: EIR Rich Palmer

\*\*\*\*THIS COURSE REQUIRES ACCEPTANCE INTO THE EIT PROGRAM. Registration is manual for students who have been accepted into the program\*\*\*\*

Students selected for the EIT: Entrepreneurship Intensity Track course will engage in rigorous practice and a reality-based curriculum that includes both classroom and outside class activity. Students will also work with an outside mentor to help them execute on their business concept. As such, the emphasis of the course is not idea conception or creation but execution of an already formed concept from your prior courses and experiences. EIT is focused on developing and enhancing the student's knowledge and experience in order to maximize their prospects for starting a successful business during the course or soon after completion. The course combines readings, discussions, lectures, conceptual tools, and guest speakers, all with an emphasis on the practical steps that students need to get their business up and running. Given this, EIT is not an introductory course focused on the beginning of the entrepreneurial experience, but instead focuses on idea refinement, execution, launch, and growth.

For more information please [click here](#).

Prerequisites: Completion of one of the following courses: EPS7500 or EPS7530 or EPS7545 or EPS7546  
**Credits** 3.00

## EPS9507: Food Entrepreneurship

EPS9507 Food Entrepreneurship  
3 Elective Credits

There is disruption everywhere in food! With challenges due to COVID, there are global food shortages, supply chain interruptions, and innovations in food science that affect how food entrepreneurs identify or create opportunities, launch and grow ventures. Once alternative foods are now mainstream, large food companies are struggling to reinvent themselves and consumers are driving significant change. There is a proliferation of start-ups, food science and technology innovations as well as rising awareness for food priorities, nutrition, education and health.

This experiential elective focuses on the food entrepreneur's journey from idea to launch. We begin with an exploration of your personal passions in the food industry, then examine global megatrends in food where needs, gaps and opportunities are identified. In teams, students will design a new initiative to meet this need/opportunity. Students will engage with food industry experts, consumers and other stakeholders to develop and explore their new initiative as a solution to a food related problem or opportunity. Students will obtain feedback on these initiatives, develop a prototype and experiment with the business model. Resource acquisition strategies and metrics for these new initiatives' food will be developed and investigated. New initiatives may be a program, non-profit, corporate venture or new venture, and can be in any sector related to food— including the following:

- growing (e.g. agriculture, production, nutrition)
- making (e.g. producing food in restaurants, beverages, consumer packaged goods)
- moving (e.g. food services, distribution, shipping, packaging, delivery)
- selling (e.g. wholesaling, marketing, retailing, ecommerce)
- serving (e.g. staffing, feeding, food health)
- disposing (e.g. food waste, packaging, composting)

In addition to working on your own initiatives, students will also co-create solutions to a real-world business problem facing food entrepreneurs who will visit the class. Further, using Babson's Entrepreneurial Thought & Action® (ET&A) method, each student will consider the dynamics and interconnectedness of the food industry through a series of individual activities in each of the six food sectors, sharing their experiences and reflections. Be prepared to share family recipes, participate in a "chopped challenge" and measure your food waste. Bring your appetite for learning and food!

**Credits** 3.00

## EPS9508: Building Corporate Innovation Capability

EPS9508: Building a Corporate Innovation Capability: Strategy and Tactics

(Previously Corporate Innovation as a Profession: Designing Innovation Roles)

Corporate Intrapreneurs get by through breaking rules and seeking protection by senior leaders. It doesn't need to be this way. Companies are undertaking much more systematic approaches. To build a capability for truly Strategic Innovation that helps a company disrupt itself before others do, a new set of competencies and supporting management system must be instituted. In this course we will examine the elements of that management system and focus on two aspects that are most pressing in today's companies. The first is strategic, that is, Senior leadership's role in setting direction for and governing Strategic Innovation Initiatives, by defining and committing to Domains of Innovation Intent for the organization. The second is more tactical, and that is the issue of talent management. Leading edge companies are working to design innovation functions that require clearly defined innovation roles. We'll examine emerging roles for the corporate innovator, possible career paths, and newly designed tools for their selection and development.

**Credits** 3.00

## EPS9551: Critical Question Facing Business Family

EPS9551 Critical Questions Facing Business Families: A Coaching Retreat

1.5 Intensive Elective Credits

How do I move from a parent-child to a professional-peer relationship with my parents?

Topics include, how to build relationship capital in the family, living with your family history, understanding the goals for effective communication, developing next stage communication skills, learning to have hard conversations, how to stop acting like a child, how to get your parents to start acting like a peer, giving and taking feedback in the family, creating a self-coaching family team, creating sibling unity, having successful family meetings, and many more.

**Credits** 1.50

## EPS9553: Family Business to Next Stage of Growth

EPS9553 Family Business to Next Stage of Growth

1.5 Credits

Meeting Dates TBD

Drop Deadline TBD

Growth is the necessary condition for a trans-generational enterprising family. This course will explore the challenges and complexity of growth in the generational context of the family. The inflection point question, \_How do we take the family business to the next stage of growth?\_ requires that families discover the \_power of f\_ in wealth creation. The question of growth raises additional questions for reflection and conversation:

- Do you have a compelling multi-generational vision for growth?
- What is the difference between an enterprising family and traditional family business?
- What are the constraints to growth in your family business?
- How does the family context create a unique \_entrepreneurship to the power of f\_?
- What is your \_power of f\_ familiness advance performance model?
- How does your governance support or constrain growth?
- How do your planning capabilities support growth?
- How do you align the family risk profile for growth?
- What do you do if family shareholders don't want to grow (but don't know it)?
- How do you establish an ownership strategic options continuum to support growth?

The Inflection Point Question Course is a Friday/ Saturday \_family retreat\_ format that provides personalized coaching to participants based upon their individual family cases - family members are welcome to join students. The Goal is to stimulate deeper personal and professional Reflection...facilitate peer collegial Conversation...set participants up for Collaborative decision making in the family...and lead to an action plan for Execution by the students on their goals.

**Credits** 1.50

## EXC7500: Semester Abroad

**Credits** 12.00

## EXP7501: Make Your Internship Matter

EXP7501 Make Your Internship Matter

(Online)

As freshly hired graduate interns, you have an opportunity to test your chosen field of work and apply what you've learned from the first year of your Babson program. In this wholly on-line, asynchronous course, you will go through modules themed around critical career topics like networking, negotiating, and personal branding, while reflecting on your real-time internship experience. By the end of the semester, you will be equipped with strategies that empower you take ownership of your career development for a lifetime.

International students using their CPT to work in the US are required to take this course.

**Credits** 0.00

## EXP7502: Make Your Internship Matter II

EXP7502 Make Your Internship Matter II

(Online)

In this second iteration of "Beyond the Classroom," you will be given a space to conduct comparisons between your two consecutive internships. By now you have acquired the foundational skills for self-managed career development, a lifelong skill. During your second internship you will be asked to intentionally apply this framework in order to navigate the final year (or semester) and beyond.

International students using their CPT to work in the US are required to take this course.

**Credits** 0.00

## EXP7503: Make Your Internship Matter III

EXP7503 Make Your Internship Matter III

(Online)

In this third iteration of "Beyond the Classroom," you will continue to reflect on your internship experience with a focus on successes, challenges, and opportunities on the job. By now you have acquired the foundational skills for self-managed career development, a lifelong skill. During your third internship you will be asked to intentionally apply this framework in order to navigate the final year (or semester) and beyond.

International students using their CPT to work in the US are required to take this course.

**Credits** 0.00

## FIN6110: Finance for Entrepreneurs

FIN6110 Finance for Entrepreneurs

MSEL Course

1.5 Credits

This course will translate established principles and tools from corporate finance into the entrepreneurial environment. Specific topics include milestones and staging, alternative forms of funding, forecasting for new ventures, financial strategy, and valuation. Through hands on workshops and case studies, students will learn how to negotiate funding terms and establish metrics that will maximize the value of their entrepreneurial investment.

**Credits** 1.50

## FIN6200: Financial Data Analysis and Practice

FIN6200 Financial Data Analysis and Practice  
3 Credits

This course trains students how to use different data sets for research, how to develop appropriate financial memos and reports for various audiences, and provides some introduction to different aspects of the finance profession. At least four different datasets such as (but not limited to) CRSP, Compustat, Bloomberg, and Capital IQ will be introduced. Students will learn how to access and download data, analyze the data, create reports, and provide written and oral reports to different financial and non-financial audiences. In addition, students will be made aware of professional practices and standards in different financial professions to prepare students for rapid entry into the workplace.

For More Information: <https://www.youtube.com/watch?v=eIX4FKDDkbl&feature=youtu.be>  
**Credits** 3.00

## FIN7200: Introduction to Financial Management

FIN7200 Introduction to Financial Management

2 Credits

This course introduces the managerial finance skills required of effective business managers operating in all functional areas of an organization as they seek to create shareholder value. Covers basic corporate finance topics including financial analysis, construction of pro forma financial statements and forecasting cash flows, the relationship between risk and return, the cost of capital, discounting future cash flows, assessing the viability of projects and capital budgeting, financing and capital structure issues, and the valuation of stock, bonds, firms and other entities.

**Credits** 2.00

## FIN7502: Capital Markets

FIN7502 Capital Markets  
3 Elective Credits

This course provides a survey of modern capital markets and a framework for understanding their continuing transformation. The course is suitable either for a person looking to make a career in finance or a generalist looking to broaden their knowledge of financial markets. The course begins by studying the fixed income markets, concentrating on Treasury bonds and the determinants of the yield curve. The course also considers certain derivatives, such as options and interest rate swaps. Mortgage markets are studied by analyzing structured mortgage products as well as the role financial intermediaries play in mortgage finance. The course proceeds to consider the causes and the effects of the credit crisis on various markets and intermediaries, including investment and commercial banks, and the shadow banking system. The course then turns to the equity markets. In this section, we first consider corporate control contests, including a takeover of a U.S. firm by foreign bidder. We analyze the market for money management products, including mutual funds, and exchange-traded funds (ETFs), and robo-advisers. The course concludes by considering traditional vs. new mechanisms for the trading of stocks, including electronic markets and high frequency trading.

Prerequisites: FIN7200, FIN7800 or MSF Program  
**Credits** 3.00

## FIN7503: Equities

FIN7503 Equities  
3 Elective Credits

This course will address both theoretical and practical issues that arise in equity analysis and portfolio management. Students will develop a framework for equity investing that includes idea generation, security analysis, valuation techniques (e.g. Discounted Cash Flow (DCF) and relative value analysis (COMPCO)), equity portfolio construction, and performance measurement. Equity valuation and equity portfolio management are as much art as science so the course will focus on the challenges equity professionals face in the pursuit of alpha.

Prerequisites: FIN7200, FIN7800 or MSF program  
**Credits** 3.00

## FIN7504: Risk Management

FIN7504 Risk Management

(Formerly Managing Financial and Corporate Risk)  
3 Elective Credits

Risk management has risen to a new pre-eminence with firms being exposed to an ever-increasing range of risks. The reasons for this rise, and the techniques and instruments used by risk managers, are the subjects of this course. The course will first cover the concept of Enterprise Risk Management (ERM) and then analyze the key financial tools used in risk management, such as futures and options. Students will then use their knowledge to manage risk optimally and alter the risk/return characteristics of corporations. The course will apply these tools to risk management cases to cover a whole set of different sectors (airlines, automobiles, IT, etc.). The course will also go into some of the most pressing risks of our time, namely: climate change; diversity, equity and inclusion (DE&I); and cybersecurity, as well as risks related to Mergers & Acquisitions (M&A) and executive compensation.

Prerequisites: FIN7200 or FIN7800

**Credits** 3.00

## FIN7511: Corporate Finance: Raising Capital

FIN7511 Corporate Finance: Raising Capital

(Formerly Financing the Firm)

3 Elective Credits

This course is designed to help students develop analytical and communication tools and skills to build and present financing strategies and manage the right hand side of the balance sheet. It explores the theoretical and practical issues of capital structure design and considers firm financing alternatives, including equity, long-term debt, hybrid securities, leasing, securitization, project finance, and It also examines the processes through which securities are issued and capital is raised, such as angel financing, venture capital and private equity, and public offerings. The course also explores share repurchase, dividend policy, and risk management.

Prerequisites: FIN7200 or FIN7800

**Credits** 3.00

## FIN7513: Fixed Income

FIN7513 Fixed Income (Formerly Fixed Income Portfolio Management)

3 Elective Credits

This advanced quantitative course is designed for students interested in fixed income portfolio management, as well as students interested in the sales and trading of fixed income securities and their related structured products. Topics covered include: (i) bond pricing and day count conventions; (ii) relative value and yield curve construction; (iii) duration, basis point value, and convexity; (iv) pricing and hedging of interest rate currency swaps; (v) Treasury bond futures, conversion factors, and the concepts of cheapest-to-deliver and implied repo; (vi) the repo (GC and special) market; (vii) credit risk and the pricing of high yield bonds and credit default swaps; and (viii) securitization, mortgage-backed securities, and collateralized mortgage obligations.

Prerequisites: FIN7200 OR FIN7800

**Credits** 3.00

## FIN7516: Corporate Finance: Evaluating Opportunities

FIN7516 Corporate Finance: Evaluating Opportunities  
(Formerly Strategic Corporate Investment)

3 Elective Credits

If you have taken and passed FIN7506, you cannot register for FIN7516, as these two courses are equivalent

This course is designed for those interested in evaluating complex long-term strategic investment proposals and valuing firms and subsidiaries for merger and acquisition purposes. Building on the foundation of the finance core, it explores finance theory to identify pitfalls, common mistakes, and best practices in corporate valuation. It expands valuation skills by introducing the equity approach and the adjusted present value (APV) valuation method, the preferred approach when capital structure is changing over time (e.g. in private equity transactions). It also covers the identification and valuation of real options embedded in strategic initiatives.

Prerequisites: FIN7200 or FIN7800

**Credits** 3.00

## FIN7517: Finance and Sustainability

FIN7517 Finance and Sustainability  
(Formerly Finance in a World of Changing Values)  
3 Elective Credits

This course extends the rigor of traditional financial theory to the concept of sustainability. There is broad and growing interest in socially conscious, mission, green and/or triple-bottom line investing. The course will concentrate on practical applications through case analysis and supporting theory will be presented through lectures and course notes. The United Nation's Principles of Responsible Investment as well as mainstream certifications, such as the CFA Institute's certificate in ESG and the GARP Sustainability and Climate Risk certificate, will serve as a backdrop for the course. Students will have the opportunity to enhance their understanding of sustainable finance and to apply financial principles for decision-making through discussion, case analysis, and student presentations. In addition, students will be challenged to find their own place in the inevitable future of the field of sustainable finance, whether as an informed observer or as an active participant.

Prerequisites: FIN7200 or FIN7800

**Credits** 3.00

## FIN7518: Managing Portfolios

FIN7518 Managing Portfolios  
3 Elective Credits

Managing Portfolios is designed for students interested in investment management, portfolio management, and/or risk management. The course will augment and extend students' basic finance skills, tools and concepts learned in core finance courses and in other courses in the Investments concentration curriculum. In the context of a variety of individual and institutional investor types, from high net worth individuals to endowments, students will explore the simultaneous management of positions in multiple securities using heuristic, statistical and other mathematical tools. Topics covered include client assessment, investment objective setting, investment strategy formulation, security selection, allocation of risky assets, optimal portfolio selection, and the use of derivatives to meet investment objectives. Through projects and readings, students will explore these topics in portfolio theory and practice. Tools and theories used widely by portfolio management professionals are fundamental to this course. In addition to the traditional course work, the students will study and prepare investment proposals, periodic client communications and conduct portfolio performance evaluations.

Prerequisites: FIN7200 or FIN7800

**Credits** 3.00

## FIN7519: Personal Financial Management

FIN7519 Personal Financial Management  
3 Elective Credits

This course teaches students to negotiate the retail financial landscape, emphasizing issues that have a large impact on their future financial well-being. It assumes no finance knowledge other than first-year finance. The course covers topics such as selecting a financial adviser, financing the purchase of a house, college saving, retirement saving, behavioral finance, trusts, and investment frauds and scams. Specific investment products studied include mutual funds, exchange-traded funds, municipal bonds, emerging markets, alternative investments (including hedge funds, private equity funds, and commodities), annuities, and insurance products. Consideration will be given to the problem of an entrepreneur or start-up employee who has a substantial fraction of personal wealth invested in a single business venture, including evaluating stock- and option-based compensation plans. Over the duration of the course, students may work to develop a personal financial plan for themselves, or if they prefer, for a fictional person with a defined set of financial traits.

Prerequisites: None but it is recommended that students take FIN7200 or FIN7800 first

**Credits** 3.00

## FIN7525: Finance for New Ventures

FIN7525 Finance for New Ventures  
3 Elective Credits

FIN7525 is meant for entrepreneurs and small business owners that want a detailed understanding of the financial implications of strategic decisions as they start and grow their ventures. The focus is on forecasting integrated financial statements, valuation, and deal structure. The course covers equity investment (angels and VCs) from both the entrepreneur's and investor's perspectives, including pre- and post-money value, capitalization tables, dilution, and liquidation preferences. The impact of debt financing on financial statements and returns is also covered. Valuation methods include discounted cash flow, multiples, and the VC method. Risk management techniques incorporating staging, milestones, real options, and simulation are used to better assess uncertainty and then structure transactions to mitigate risk.

Prerequisites: FIN7200 OR FIN7800

**Credits** 3.00

## FIN7527: Real Estate Financial Modeling

FIN7527 Real Estate Financial Modeling  
3 Elective Credits

This course will address the practical and theoretical issues involved in estimating cash flows and values of a wide variety real property, financial interests, investment interests and deal structures using discounted cash flow (DCF) techniques and sensitivity analyses. Students will solve real estate cash flow and DCF problems using models for property, portfolio, debt and equity interests for a variety of commercial real estate property types. Students will detailed modeling applications necessary to estimate both cash flows and values in the world of real estate finance and capital markets. Students will use and learn both Excel and industry standard software applications in the process of modelling lease by lease cash flows at the property level, portfolio cash flow consolidations, related debt structures, including first mortgage and mezzanine debt, and equity waterfall structures. This course includes explanation of the theoretical issues and concepts involved in these practical applications. This course is intended for students who have an interest in real estate or who desire to expand their knowledge of finance to include real estate.

Prerequisites: FIN7200 or FIN7800 or students enrolled in MSF

**Credits** 3.00

## FIN7532: Fintech

FIN7532 FINTECH

3 Elective Credits

The financial services industry is changing rapidly with the emergence of financial technology (FinTech). This course is designed to introduce key financial technology and its applications in financial services. Students will develop a broad and solid understanding of the recent innovations in FinTech, and their benefits and limitations. Students will also have hands-on problem-solving experiences that are useful in the FinTech venture. Ultimately, this course aims to help students identify entrepreneurial opportunities in FinTech and equip them with relevant knowledge and skills. The course will use a mixture of lectures, case studies, guest speakers, and group projects. This course emphasizes and builds on Entrepreneurial Thought & Action, and Diversity, Equity, and Inclusion in the context of the financial services industry.

Prerequisites: None

**Credits** 3.00

## FIN7545: Financial Trading Strategies

FIN7545 Financial Trading Strategies  
3 Elective Credits

In this course, students learn to develop and implement institutional (firm-level) financial trading strategies. These strategies are guided by quantitative models that identify, quantify, and manage risks and expected return. In so doing, students learn how to make decisions in an uncertain environment. The course is based on an experiential learning approach, in which trading simulation software provides a platform for delivering learning-by-doing cases. Specific cases covered in the course include: agency trading; principal (liability) trading; algorithmic market making; managing risk capital with value-at-risk; transportation, storage, and production arbitrage in commodity futures markets; and agricultural hedging. The course also covers fundamental concepts in market microstructure, such as bid-ask spreads, price discovery, information asymmetry, liquidity, and inventory risk.

**Credits** 3.00

## FIN7550: Derivatives: Theory and Practice

FIN7550 Derivatives: Theory and Practice  
3 Credits

This course examines the pricing and use of derivatives in depth. It will cover the mathematical underpinnings of forwards, futures, options, swaps and more exotic derivatives, as well as the practical uses of these derivatives to hedge and manage risk. This course will cover the Black-Scholes option pricing formula, binomial trees and risk-neutral pricing. Applications include financial hedging of foreign exchange risk, commodity risk, and interest rate risk; as well as portfolio immunization techniques.

Prerequisites: FIN7200 or FIN7800

**Credits** 3.00

## FIN7565: Real Estate Investments

FIN7565 Real Estate Investments  
(Formerly Real Estate Investment Fundamentals)  
3 Elective Credits

This course provides in depth coverage of real estate investing and investment decision making for income producing properties. Topics include valuation, financing, capital markets, development and operations of income-producing real property and issues surrounding the ownership, financing and regulation of real estate. Through readings, lectures and case studies, we will explore how investors identify projects, determine value, design marketing strategies, and obtain financing in the debt and equity markets. This course will include an introduction to the value creation process of real estate development. The course will cover how investors evaluate and finance development projects. Topics include the unique debt and equity financing considerations for both income producing rental properties and for sale condominium projects. The course will also cover Real Estate Investment Trusts (REIT's) as an investment vehicle.

The course will use lecture materials, case studies and an example property to illustrate key real estate investment concepts for both investing in existing properties and for developing properties.

Prerequisites: FIN7200 or FIN7800

**Credits** 3.00

## FIN7566: Real Estate Transactions

FIN7566 Real Estate Transactions  
3 Elective Credits

This course will examine the fundamentals of commercial real estate transactions from a legal and managerial perspective. Students will gain an in-depth understanding of the major laws and regulations which impact business strategy, allocation of risk, and ultimately deal structures in real estate transactions. Through course readings, assignments, and analysis of industry examples, students will learn how the business strategy components of a term sheet are integrated into the provisions of a transaction's legal documentation. Course topics will include the following: acquisition and disposition, real estate finance, management, development, leasing, tax considerations, distressed property, including loan workouts and commercial foreclosures, and recent legal developments. The course is designed to introduce students to commercial real estate and appeal to real estate entrepreneurs and students interested in careers in the real estate industry.

Prerequisites: None  
**Credits** 3.00

## FIN7572: Babson College Fund

FIN7572 Babson College Fund  
3 Elective Credits

The Babson College Fund is a two-semester course, where selected students manage a portion of the Babson College endowment. The Babson College Fund Office selects undergraduate and graduate students to be analysts and portfolio managers.

By learning the basics of security analysis and portfolio management, it is hoped that students will be prepared to take jobs in the Investment Management and Investment Banking industries post-graduation.

The Program Director and Executives in Residence are committed to helping this pursuit as much as possible. The course also requires that students refine their networking skills and develop a proficiency in the analytical tools available through the Cutler Center to maximize their employment prospects.

Prerequisites: Program Director (Patrick Gregory)  
Permission  
**Credits** 3.00

## FIN7573: Investment Banking and Financial Modeling

FIN7573 Investment Banking and Financial Modeling  
(Formerly Investment Banking and Financial Advisory)  
3 Elective Credits

The course will provide students with the opportunity to develop a practical understanding of investment banking and the activities performed by various professionals within the industry. The course will explore the history and evolution of the investment banking industry and the role played by investment banks in the broader capital markets and economy. The course will also examine the organizational structure of investment banks and the characteristics and focus of different functional areas within a firm.

The course focuses on the practical application of corporate finance concepts to "real world" situations and activities commonly performed by investment banks on behalf of clients. A heavy emphasis will be placed on the role played by an associate in building complex financial models to help analyze and execute common investment banking transactions such as: Initial Public Offerings, Fairness Opinions, Valuations, Mergers & Acquisitions Advisory, and Leveraged Buy-Outs. As such, the class will utilize case studies involving real companies and there will be a heavy emphasis on the practical financial research and Excel skills necessary to develop and customize such models. LAPTOPS ARE REQUIRED FOR EACH CLASS.

This course is designed for students interested in careers in investment banking, private equity, sell-side equity research or corporate finance.

Prerequisites: FIN7200 or FIN7800  
**Credits** 3.00

## FIN7580: Independent Research

FIN7580 Independent Research

1.5-3 Credits

Independent research is available for all academic divisions. Registration is manual for students through Graduate Programs and Office of Graduate Academic Services.

Independent Research provides an opportunity to conduct in-depth research in areas of a student's own specific interest. Students may undertake Independent Research for academic credit with the approval of a student-selected faculty advisor, the appropriate division chair, and Graduate Academic Services. Please note that a student is responsible for recruiting a faculty advisor through the student's own initiative and obtain the advisor's prior consent/commitment before applying for an independent research project. The research project normally carries 1.5 or 3 credits.

For more information and a proposal outline please visit: <http://www.babson.edu/Academics/graduate/mba/Pages/independent-research.aspx>

**Credits** 3.00

## FIN7800: Finance

FIN7800 Finance

2 Credits (Core MBA)

If you have taken and passed FIN7200, you cannot register for FIN7800, as these two courses are equivalent

This course provides an introduction to the principles and practices of financial decision making. It introduces the foundation concepts of the time value of money, the valuation of securities, and forecasting. These concepts are used to show how managers can analyze the risk and return of capital investment proposals and identify those projects that are expected to create shareholder value. The concepts also are used to estimate the value of an enterprise for purposes of initial public offering (IPO) and corporate acquisitions. Financial modeling will be at the heart of the course using Excel.

Students are strongly encouraged to complete ACC7800 prior to taking this course.

**Credits** 2.00

## FIN9510: Residential Real Estate: Acquisition, Disposition, Finance, and Leasing

FIN9510 Residential Real Estate: Acquisition, Disposition, Finance, and Leasing

1.5 Intensive Elective Credits

The purpose of this course is to provide students with the knowledge to efficiently and effectively navigate the residential real estate marketplace in the United States. The course is designed to introduce students to the residential real estate housing market and appeal to real estate entrepreneurs and both domestic and international investors. We will explore the major issues and considerations that impact the valuation, financing, acquisition, disposition, and leasing of residential real estate. Course topics will include: market valuation and appraisal, real estate finance, including residential mortgage types, borrower financing decisions, and primary and secondary mortgage markets, applicable laws and regulations, property inspections, environmental issues, title insurance, brokering and closing the transaction, landlord and tenant issues, tax considerations, and default ownership issues. Throughout the course, we will emphasize practical application of the course topics and examine current examples from the industry and marketplace.

Prerequisites: None

**Credits** 1.50

## IND7580: Independent Study

**Credits** 0.00

## LAW6110: Law

LAW6110 Law

MSEL Course

1.5 Credits

This course provides an overview of essential legal content for any entrepreneur, including (1) business formation, (2) contracts, (3) intellectual property, (4) liability issues (torts), and (5) agency (employment law and related issues), with an emphasis on developing students' abilities to ask astute questions. This course is integrated into the LEAP experience, so that students will explore these legal concepts in the context of their LEAP projects.

**Credits** 1.50

## **LAW7200: Law**

LAW7200 Law

1 Credit

This course teaches students to create business structures and make business decisions that effectively manage legal issues in order to create and capture value for their business while managing law-related risks.

**Credits** 1.00

## **LAW7515: Law for Entrepreneurial Success**

LAW7515 Law for Entrepreneurial Success

1.5 Credits

For the entrepreneurial leader, law is an essential lens for seeing risks and opportunities - and for helping to ideate and realize plans. This course will equip you to see, plan, and act with legal astuteness.

This course features a customizable learning experience that allows you to focus on the industry and country of your choosing. It will require speaking with an entrepreneur or manager at a company or your family business that has dealt with legal issues. This will allow you to develop an appreciation for how law can help to not only minimize risk, but actually see opportunities, grow, and create more value.

This course features a review of generalizable legal essentials for any entrepreneur, including (1) business formation, (2) contracts, (3) intellectual property, (4) liability issues (torts), and (5) agency (employment law and related issues).

Class meetings will focus upon (1) practice with issue-spotting in typical "real life" scenarios, (2) guest speakers who will speak to the value of legal astuteness as part of the toolkit of the well-equipped entrepreneurial leader, and (3) a check-in and then presentation of lessons learned acquired from the customized learning experience.

This course is designed for both students who plan to work in the U.S., and those who plan to work in another country or internationally.

**Credits** 1.50

## **LAW7580: Independent Research**

LAW7580 Independent Research

1.5-3 Credits

Independent research is available for all academic divisions. Registration is manual for students through Graduate Programs and Office of Graduate Academic Services.

Independent Research provides an opportunity to conduct in-depth research in areas of a student's own specific interest. Students may undertake Independent Research for academic credit with the approval of a student-selected faculty advisor, the appropriate division chair, and Graduate Academic Services. Please note that a student is responsible for recruiting a faculty advisor through the student's own initiative and obtain the advisor's prior consent/commitment before applying for an independent research project. The research project normally carries 1.5 or 3 credits.

For more information and a proposal outline please visit: <http://www.babson.edu/Academics/graduate/mba/Pages/independent-research.aspx>

**Credits** 3.00

## **MBA6390: Msba Start Up**

**Credits** 0.00

## **MBA7400: Startup Foundations**

MBA7400 Startup Foundations

0.5 Credits

The Startup Foundations SLE will focus on Entrepreneurial Thought and Action, team building, and technology. In addition to sessions on Ideas and Barriers to Innovation, students will participate in a competitive, computer-based simulation (Techmark), develop processes that will support virtual and in-person teamwork, take their first classes in Entrepreneurship and Leadership, and attend a variety of networking events.

**Credits** 0.50

## MBA7401: Disruptive Change and Enterprise Transformation

MBA7401 Disruptive Change and Enterprise Transformation

(Formerly Business Model Innovation)

1.5 Credits

Industry: Rapid changes in science and technology, a great rebalancing if not fundamental resetting of the global social and economic order, the blurring of traditional boundaries between industry sectors, shifting attitudes towards business and globalization, and greater concern for the environment, to name but a few of the major forces disrupting the world around us, are unleashing major tectonic shifts in multiple industries such as agriculture, clothing and apparel, education, energy, finance, healthcare, manufacturing, media and entertainment, mining and excavation, retailing, telecommunications, transportation, utilities, and even government and nonprofits. During the multi-decade span of one's career, a business manager and leader can very reasonably expect to be in the throes of such tectonic shifts at least once if not multiple times and must be prepared not just to survive but energetically thrive. During this 3-day interactive, executive-style workshop, students will learn to make sense of the bigger forces and narrower trends driving ecosystem-wide change, envision alternative scenarios for the future, identify implied strategic imperatives for an incumbent enterprise of their choice, and explore necessary transformations in the enterprise. Student learning will be facilitated by an hand-on, integrative approach that seamlessly weaves together concepts and tools from the MBA core curriculum as well the disciplines of entrepreneurship, innovation, technology, finance, marketing, operations, leadership, strategy, social concern, and sustainability. By way of context for student work and learning, students will be able to choose from any of the following five settings: agriculture, currency and payment systems, fashion and apparel, healthcare, and media.

**Credits** 1.50

## MBA7402: Capstone: Corporate Entrepreneurship

MBA7402 Capstone: Corporate Entrepreneurship

6 Credits

The Corporate Entrepreneurship capstone course has three learning objectives:

- Integrate and apply accumulated learning experiences since the beginning of the Blended Learning MBA program

- Explore creativity, innovation, and entrepreneurship in greater depth—in corporate and in greenfield settings

- Develop a penetrating understanding of the process required to create something of significant value out of almost nothing

Students form teams and develop a business plan based on either a project identified within their companies or a greenfield project.

**Credits** 6.00

## MBA7501: Doing Business Globally:highways and Landmines

MBA7501 Doing Business Globally: Highways and Landmines

1.5 Elective Credits

Doing Business Globally: Highways and Landmines (DGB) is a 1.5 credit course that combines Accounting, Economics, Entrepreneurship, Finance, and other disciplines. This course will focus on identifying opportunities, assessing and navigating risks, harvesting rewards, and understanding the economic environment of export countries. It has been developed with the AACSB's following statement in mind: "The shift toward more experiential learning and business engagement will mean that business schools may be seen increasingly as learning laboratories rather than as the traditional classroom learning environment." (AACSB, A Collective Vision for Business Education (<https://www.aacsb.edu/vision>, 2016) p. 9.)

Among the disciplines and topics for this course will be:

- Accounting: Accounting will focus on allocating income streams, foreign exchange transactions, positions, and exposures, and international tax issues (i.e., both income tax, VAT, and U.S. sales tax),

- Entrepreneurship: Entrepreneurship will focus on assessing risks, choosing the right export market, common mistakes, competitor analysis, creating and reinforcing value networks, customer support, distributor relationships, financing, focusing on your core, identifying opportunities, logistics, prepping before going global, supplier relationships, supply chain issues, understanding the complexities, customer loyalty, and working capital concerns,

- Economics: International macroeconomics will focus on reading the economic and financial pulse beat of export markets. It will explain the interrelationship among the nation's or currency area's credit market, goods and services market, and foreign exchange market. Among the major macroeconomic performance indicators are real gross domestic product, inflation, unemployment, interest rates, exchange rates, balance of payments, stock market, banking system, government budget balances, foreign direct investment, and environmental quality.

- Finance: Finance will focus on hedging global risks, such as foreign exchange, interest rate, and counterparty exposures.

- Other: Among the other areas we intend to cover are cultural issues, customs' duties and international trade document, e-commerce strategies, insurance, law, legal obstacles, marketing, pricing, regulation, and compliance

Prerequisites: None

**Credits** 1.50

## MBA7504: Systems Dynamics in Business,society&env

MBA7504 Systems Dynamics in Business, Society and the Environment

3 Elective Credits

Whether within multifunctional businesses we manage, or across extended global enterprises so critical to our venture's success, or the societies in which we live, or the planet and its environment that sustains us, a common feature is the prevalence of systems of interrelated, interacting, or interdependent actors, choices, actions, flows, and stocks forming a complex whole. Examples of systems range from (1) operations on the manufacturing floor to service operations to global supply chains, (2) the diffusion of technological innovations and contagious diseases, (3) the playing out of network effects and multi-sided platforms, (3) the functioning of markets and commodity and business cycles, (4) living populations and their dependence on each other and resource availability, (5) social media and the functioning of societies; and (6) the VUCAH (volatile, uncertain, complex, ambiguous, and hyperconnected) nature of the world we live in. In a very basic way, that is just the way the world is: webs within webs of systems.

How do we make sense of such interconnected systems? How do we learn to express this sense-making in the form of clear narratives and maps and schematics that tell the complete, interconnected story? And, having done so, how do we model and analyze the systems' dynamics – how the systems might play out over time? This, so we are better prepared for intended and unintended consequences, system resilience or fragility, and far-far-away butterfly effects and we are more effective in terms of decision-making, problem-solving, and policy-making and implementation.

Learning in the course is very hands-on: as with any "studio" course, we will work on exercises in class; there will be an individual exercise where learners will take a real problem, "build" a system model, and simulate the dynamics of the same using a dedicated simulation software package or Excel; and students will be working in teams on a complex real-world problem (for example, "global warming") and learn how to map the "system" and explore its dynamics.

Prerequisites: Completed 12 credits of core requirements  
**Credits** 3.00

## MBA7507: Entrepreneurial Leadership & Innovation

MBA7507 Leading Enterprise Change: Entrepreneurial Leadership and Innovation  
3 Credits

This course will go deep into the principles of innovation - disruptive, product (Agile), process (Lean), customer experience (Design Thinking), and business model innovations. Participants will learn how key tools like Agile, Lean and Design Thinking become the corner stone of innovation projects and processes that help teams to become more effective and help executives to build an innovation culture. Today, even the most conservative of industries are being pushed to transform themselves towards digital excellence. We will see several examples of firms that have gone through this transformation. Strategy, Innovation, and Culture are inseparable and they are the three key weapons of every entrepreneurial leader confronting ever increasing VUCA (volatile, uncertain, complex, ambiguous) environments. This course provides the participants a set of strong principles and common language for leading their teams and their enterprises through uncharted terrains. When this course is offered exclusively for firms in the healthcare industry, the case studies and the assignments will be chosen appropriately.

**Credits** 3.00

## MBA7511: Inclusive Leadership

MBA7511 Inclusive Leadership  
3 Credits

Inclusive Entrepreneurial Leadership will be a 3 credit graduate course delivered within the Certificate of Advanced Management (CAM) initiative at Babson College.

Rationale: The CAMs team has identified extensive interest in the marketplace for a foundational course on inclusive leadership.

This course begins with an overview of the business case for diversity, equity and inclusion (DE&I) and the imperative for inclusive leadership practices to drive innovation and growth. Students will build requisite "inclusion acumen" through self-assessments, experiential exercises, readings, peer discussion forums, and entrepreneurial action experiments designed to enhance inclusive leadership behaviors and effectiveness. Topics explored include implicit and explicit bias; identity, power and privilege; gender and women in the workplace; inclusion, bias and race; intercultural competence and workplace cultures. Through increased self-awareness, expanded mindsets and refined skill sets, students will be prepared to leverage difference as a strength as they co-create reciprocal value with their colleagues, employees, and other strategic stakeholders.

Broader Perspective: If this course is successful, all or part will be available for inclusion within future DE&I focused courses within the undergraduate and graduate programs.

NOTE: This course was designed with an intentional inclusion strategy. 20+ faculty and staff members from across the campus provided input and several have agreed to host deep dive office hours on their topic of expertise.

**Credits** 3.00

## MBA7512: Storytelling/Communication with Data

MBA7512 Storytelling/Communication with Data

3 Credits

In 2020, businesses are highly dependent on a data-driven decision-making model. The data explosion seen in the past few years makes managing and understanding data extremely difficult. Hence, there is a dire need to make sense and visualize the data effectively to solve problems. This course will introduce data visualization using Tableau for beginners. Students will learn best practices for data visualization and storytelling. Students will develop the expertise to generate powerful reports and dashboards to help businesses make decisions based on their data. They will create high-impact visualizations based on common data analysis, predictive analytics to improve business decisions. At the end of the course, students will be well prepared to take the level 3 tableau exam.

**Credits** 3.00

## MBA7546: Wealth Management

MBA7546 Wealth Management

3 Blended Credits

Wealth management does not necessarily have as much to do with how much asset value you now have or how you accumulated that wealth. But wealth management is more about how you manage the wealth you have. There is an accumulation stage and a distribution stage. Wealth management does not involve just investing. Investing is an important element but good management also involves income taxes, estate taxes, how to fund education for children, how to fund a retirement, and how to protect your assets from creditors.

There are 6 pillars of wealth management. This course examines tax planning, estate planning, investment planning, retirement planning, education planning, and risk management including asset protection and insurance, from an individual planning perspective. The course is designed for students who have already accumulated wealth or are in the process of doing so. This could be the successful entrepreneur (or in the process of becoming successful) but also includes students who expect to inherit wealth and those that are interested in helping parents manage their wealth. Also students who have interest in the financial services industry – financial advisors, insurance advisors, bankers, mutual fund managers, etc. will find the course of interest.

The course will use a combination of cases, readings, power point presentations, spread sheet models, and discussions amongst students. Since many of the topics change quickly (for example expiration of the Bush tax cuts and the fiscal cliff legislation known as The American Tax Relief Act of 2012) there will also be cutting edge updates (for example the Affordable Care Act) to planning techniques.

The course is offered in a blended learning format. Thus the course is about 7 weeks long with two face to face sessions. The text will be supplemented with numerous articles which are very practical in nature. Although not a guarantee past students have learned how to save on income and estate taxes!

Prerequisites: None

**Credits** 3.00

## **MBA7570: Science, Technology and the Enterprise -- Foundation**

MBA7570 Science, Technology and the Enterprise -- Foundation

3 Credits

This, the foundation course for the \_Science, Technology, and the Enterprise\_ MBA intensity track, is motivated by the increasing application of science and technology in many facets of business -- operations, processes, products, big data, and even management -- in enterprises of all types and regardless of scale, industry vertical, and commercial orientation. Shying away from the particulars of science and technology, the course addresses the distinctive perspectives, knowledge, competencies, and ethos critical to leading and managing science- and technology-intensive businesses and enterprises. The course is structured around four themes -- science and technology acquisition, development, and management; the enterprise and its ecosystem; plate tectonics, disruptive change, and enterprise transformation; and science/technology choice and human, social, and environmental consequence. Drawing on the disciplines of science and technology management, organizational development, strategy, public policy, and social change, the course uses contemporary topics and study materials for context. Student learning is reinforced by in-the-first-person visits by managers and leaders of science- and technology-intensive enterprises.

Prerequisites: Full-time MBA students should have completed all their core courses; part-time and Blended Learning students should have completed a majority of their core courses

**Credits** 3.00

## **MBA7601: Special Topics: Entrepreneurial Growth**

MBA7601 Special Topics: Entrepreneurial Growth  
3 Elective Credits

This course provides students insight into the challenges and opportunities that arise as a company grows. It provides students with concepts and frameworks necessary to facilitate entrepreneurial management in organizations of all sizes and types. It is relevant to individuals interested in managing growth in their own companies as well as those growing an existing company.

Prerequisites: None

**Credits** 3.00

## **MBA7602: Special Topics: Social Innovation**

MBA7602 Special Topics: Social Innovation  
3 Elective Credits

We are living in a world where societal expectations of business have shifted and the lines between business, government, and the social sectors are being blurred. Businesses are called upon to create both economic and social value in new ways. This course addresses issues related to the social, economic, and environmental responsibilities of business. The topic of sustainability is also addressed.

**Credits** 3.00

## **MBA7603: Special Topics: Global Enterprising**

MBA7603 Special Topics: Global Enterprising  
3 Credits

This course addresses the ways in which entrepreneurial value creation is affected by (and sometimes inspired by) social institutions and national business systems. In the proposed Miami Blended Learning program, we will provide students a chance to study the business environment of Latin America. The goal is to encourage students to practice Entrepreneurial Thought and Action (ET&A) within the institutional (e.g., social, political, cultural) environment in Latin America.

**Credits** 3.00

## **MBA7604: Special Topics: Entrepreneurship in a Digital World**

MBA7604 Special Topics: Entrepreneurship in a Digital World

3 Credits

Digital technologies, processes and business models are impacting all aspects of businesses today, from startups to large organizations that need to practice corporate intrapreneurship. This course will focus on how digital strategies, tactics, and tools can be leveraged by today's entrepreneurial leaders to innovate, grow, and renew initiatives in their organizations. We will study how digital platforms can be used to scale operations, improve decision-making, and enable new business models to grow customers and revenue. Topics will include cloud computing platforms that focus on operations, employee collaboration, customer relationships, and machine-to-machine connections such as the Internet of Things (IoT) to capture, analyze, and share data and insights. New digital business models will be explored that will inform corporate strategy and business opportunities. Students will gain hands-on experience using popular data analytics and visualization tools, such as Tableau, to explore opportunities, gather insights, and make more informed decisions. The course will expose students to emerging technology enablers, such as machine learning and augmented/virtual reality tools, and effectively identify the role they can play in the organization's growth and renewal. Finally, we will discuss digital development and implementation strategies, including agile methods, to deliver digital technologies and gain adoption throughout the organization.

**Credits** 3.00

## **MBA7800: Babson Consulting Experience**

MBA7800 Babson Consulting Experience  
3 Credits

If you have taken and passed MBA7201, you cannot register for MBA7800, as these two courses are equivalent

During the Fall Semester all MBA students will be enrolled in the Babson Consulting Experience (BCE) and assigned to a team of five to six other one-year students to work on consulting project for a partner organization. Guided by a faculty advisor (who also is the instructor of the course), BCE teams work directly with company representatives to address a real organizational opportunity or challenge and create value-added solutions.

A signature learning experience, BCE gives students an opportunity to deepen their understanding of conceptual and developmental tools learned in the classroom through hands-on applications in messy real-world contexts. Students will sharpen their ability to analyze and frame complex problems, and to effectively present insights and action recommendations, in both oral and written form. Finally, by working in teams and with external organizations, students will have many opportunities to practice the teamwork and leadership skills that they will need as you continue your professional development.

**\*\*It is strongly recommended that students take this course after completing a majority of the core courses.\*\***

Prerequisites: Minimum of 12 credits completed

**Credits** 3.00

## **MBA9500: Interdisciplinary Credit**

**Credits** 3.00

## MBA9502: Customer Acquisition and Persuasion

MBA9502 Customer Acquisition and Persuasion  
(Formerly Selling Ideas, Products and Services to Executives)

1.5 Credits

The growth of business revenue depends directly on a firm's ability to create additional value for current and potential customers. This course will focus on the professional selling process, to include identifying opportunities, gaining access to and engaging decision makers, asking high gain questions, building long term relationships with decision makers and influencers, presenting winning proposals, handling resistance and objections, completing the sale or obtaining commitments and following up. The course will use the value creation methodology to identify solution options aimed at creating value and enhancing the other party's (e.g., customers) competitiveness. The course will use a number of inputs to share current academic thinking and best practice. Course participants will also be challenged to apply the learning to potential opportunities. The art and science of ethically and effectively convincing another party about self, ideas, solutions, products, services, etc., is an imperative for everyone, whether in family or social settings, profit or not-for-profit ventures. It's a life skill. This course is therefore for everyone.

Prerequisites: None  
**Credits** 1.50

## MBA9525: Leading Innov:gorillas, Chimp&monkeys

MBA9525 Leading Innovation at Gorillas, Chimps & Monkeys  
(Formerly MOB9525)  
1.5 Intensive Elective Credits

There are only two ways to grow: M&A and Organic. Organic Growth is much much much more difficult than M&A. Growth is the only common thing that all types of firms -- start-ups, small, medium, large, family-businesses, non-profits -- have in common. However, how they go about achieving growth could be very very different. This course focuses on how innovation is a mechanism for growth in a variety of firms and situations.

If you are going to work for a Gorilla / Chimp (Large / Medium Business):

M&A, incremental innovation, risk management and bureaucracy building are all skills and capabilities that are in abundance inside large enterprises. However, organic growth, radical innovation, uncertainty navigation, and entrepreneurial leadership skills and capabilities are all scarcities within large enterprises. Hence, many medium- and large-sized enterprises are creating internal innovation leaders who are able to drive organic growth by building innovation sandboxes and creating and nurturing a culture of innovation.

If you are going to start or work at a Monkey (Startup / Small Business):

Large firms routinely don't want to cater to certain markets and certain customers. They are very picky in terms of what margins they want and will protect. So, large enterprises do not pursue many opportunities. These spurned opportunities are precisely the ones that start-ups and small businesses should go after. Having a clear understanding of how large firms make their decisions in terms of markets and margins will improve the opportunities for start-ups and small businesses. Also, start-ups and small firms are notoriously lacking in resources. Creativity and Innovation is the primary weapon of the entrepreneur to compete against the Gorillas & Chimps. This course will provide several strategies for start-ups and small businesses to compete against the larger enterprises.

If you are from / going-to-join a family business:

All family business leaders have to comprehend that Strategy, Innovation and Leadership cannot be discussed independently and in isolation. They are all highly intertwined. At the heart of this triangle sits an even more difficult concept called "Culture." Depending on the generational, technological and socio-economic changes that are underway in their countries / industries / businesses, family business leaders have to navigate

VUCAH (volatility, uncertainty, complexity, ambiguity & hyperconnectedness) through a careful combination of multi-dexterous skills in terms of Strategy, Innovation, Leadership & Culture. This course will help you gain those multi-dexterous skills.

**Credits** 1.50

## MFE7500: Mgmt Consulting Field Experience

MFE7500 Field Experience  
3 Credits

The Field Experience Program is designed to give Babson graduate students practical, hands-on experience working with an organization on a business challenge or opportunity.

The assignments take place in a variety of business environments which have included Fortune 500 companies, growth companies, venture capital firms, hedge funds and large and small investment companies.

The class is 14 weeks during the spring semester, with students earning three credits. The course follows the following format:

- **Advisory "Bootcamp":** The initial classes prepare students for the upcoming projects by teaching skills in project management, framing and problem solving and client management and communication.
- **Advisory Project:** in teams of three to five people, supported by a faculty advisor, students work directly with an outside organization to address an actual business or investment opportunity or challenge.
- **Final Recommendations:** In April, at the conclusion of the project, the team presents their findings and recommendations to the sponsoring company in a detailed, written report and oral presentation.
- **Reflection:** During the final two weeks of class, students complete an in-person and short-reflection exercise on their experience.

The program provides students with an opportunity to apply their classroom-based learning to real-world business issues and investment situations where they and their partnering companies gain value as well as exposure to new opportunities, innovative solutions and resources.

The experience is a strong resume builder, providing students with relevant and practical experience useful in a variety of settings ranging from traditional corporate positions to consulting and investment banking.

**Prerequisites:** Full time MBA students must have completed MBA7800 – The Babson Consulting Experience. Part-time MBA students should have completed at least 12 credits before enrolling in the Field Experience.

**Credits** 3.00

## **MKT6110: Marketing Management**

MKT6110 Marketing Management

MSEL Course

1.5 Credits

A competitive advantage in today's world requires a unique blending of internal capabilities and external partners so as to achieve a profitable customer orientation. This course will enable students to understand and utilize resources to craft a value proposition that will entice and satisfy the many demands of the marketplace. An understanding of both upstream and downstream activities will offer students an inside look at the nature of successful innovation that leads to marketplace success.

**Credits** 1.50

## **MKT6300: Marketing Analytics**

MKT6300 Marketing Analytics

3 Credits

The objective of this course is to demonstrate the benefits of using a systematic and analytical approach to marketing decision-making, and to help develop your skills and confidence in doing such analyses. Analytical approaches enable (a) the identification of alternative marketing options and actions, (b) the calibration of opportunity costs associated with each option, and (c) the choice of one or more options with the greatest likelihood of achieving the business goals. By completing this course, students will be better able to make the case for marketing expenditures (based on ROI) that companies are increasingly asking of their executives. This course integrates marketing concepts with practice, emphasizes \_learning by doing\_, and provides students software tools to help them apply marketing concepts to real decision situations.

**Credits** 3.00

## **MKT6600: Growth Marketing**

MKT6600 Growth Marketing

1.5 Credits (MSAEL core)

This course will help managers find and grow new marketing opportunities driven by customer behavior and insights data. Growth marketing is defined as intelligent, data-driven marketing for the purpose of adding revenue to the bottom line of your business. Students will learn how to apply growth marketing techniques to experiment with different channels and optimize the sales funnel, adjusting their tests incrementally to determine how to best optimize their marketing spend. Techniques include A/B Testing, Cross-channel marketing, Customer life-cycle analysis, and strategic content planning.

Prerequisites: MOB6600 and EPS6600

**Credits** 1.50

## **MKT7200: Marketing**

MKT7200 Marketing

2 Credits

This course provides frameworks and analytical techniques that the enterprise should use to develop a discerning sense of the market and to engage the market in a way that distinctive value is created for and delivered to the customers.

**Credits** 2.00

## **MKT7500: Social Media and Advertising Strategy**

MKT7500 Social Media and Advertising Strategy  
(Formerly Marketing Communications)  
3 Elective Credits

How do customers learn about or build the desire to pick one product or service from another? The answer is social media and advertising. Making a great product or providing superior service is not enough if no one knows about it. IN the 21st century, traditional advertising strategies are not enough. Now companies need to have social media strategy at the center of their advertising planning. You should take this course if you want to learn how to effectively communicate about your product or service to your target segment(s) across social media platforms and how to coordinate your overall advertising strategy.

Examines the nature and role of social media platforms and advertising strategies, focusing on the goals and uses of advertising, sales promotion, public relations, and direct marketing, in achieving the communications objectives of marketing. This course first explores online consumer behavior and microtargeting, then discusses content and creative strategy planning. The course will then examine how to apply these strategies to various social media platforms such as YouTube, Facebook, Instagram, LinkedIn, Pinterest, and others along with integrating with traditional media. Students will be involved in determining the promotional budget, creating a message strategy, planning the social media mix, targeting communications to select market segments, executing the promotion program, and measuring overall effectiveness.

Prerequisites: MKT7200 or MKT7800  
**Credits** 3.00

## **MKT7506: Marketing Analytics**

MKT7506 Marketing Analytics  
3 Elective Credits

The objective of this course is to demonstrate the benefits of using a systematic and analytical approach to marketing decision-making, and to help develop your skills and confidence in doing such analyses. Analytical approaches enable (a) the identification of alternative marketing options and actions, (b) the calibration of opportunity costs associated with each option, and (c) the choice of one or more options with the greatest likelihood of achieving the business goals. By completing this course, students will be better able to make the case for marketing expenditures (based on ROI) that companies are increasingly asking of their executives. This course integrates marketing concepts with practice, emphasizes \_learning by doing, and provides students software tools to help them apply marketing concepts to real decision situations.

Prerequisites: MKT7200 OR MKT7800  
**Credits** 3.00

## **MKT7540: Retailing Strategy**

MKT7540 Retailing Strategy  
(Formerly Retailing Management)

Retailing Management Retailers lie at the end of the supply chain. They interface with the ultimate consumer as well as with suppliers. Retailers make investments in real estate and solicit funds from the investment community. Importantly, most of the major retailers in the United States are involved in multichannel strategies that involve communicating with their customers over the Internet and through social media. As a result, this course should appeal to students with varied interests: retailing management, suppliers to retailers (or any business selling inventory), entrepreneurs, retail services, real estate, IT e-commerce, and finance. The objective of the course is to familiarize students with all of the major decisions retailers make, e.g., developing strategies, buying, financing, locating stores. The course is designed around experiential learning exercises and cases.

Prerequisites: MKT7200 or MKT7800 or equivalent core  
**Credits** 3.00

## MKT7542: Digital Marketing

MKT7542 Digital Marketing  
3 Elective Credits

This course is designed to serve as both a survey and an applied approach to the field of digital marketing. In this course, we will approach digital marketing from three lenses: owned, paid, and earned media. Owned Media are the digital assets and brand image the firm manages (e.g., websites, social media, blogs, etc.). Paid Media are what the firm pays for to reach consumers using tools such as display ads, email marketing, and search marketing. Earned Media are what the firm gains through customer and community activity (e.g., e-word of mouth, communities, etc.) throughout the Internet. The course will present current trends and strategies on how to use and integrate these three media as well as build basic technical skills needed in the digital space (e.g., adwords advertising, SEO, etc.) Upon completion of the course, students will have an understanding of how to apply various marketing models and strategy to develop a strong digital presence using a variety of marketing content and digital tools. In addition to articles and book chapters to inform our thinking, we will also use case studies, professional certifications, and an online simulation to build a solid base in digital marketing.

Prerequisites: MKT7200 or MKT7800  
**Credits** 3.00

## MKT7550: Consumer Behavior

MKT7550 Consumer Behavior  
3 Credits

In-depth analysis of factors that affect purchase decisions in the marketplace. Applies behavioral and social science concepts to the study of buyer behavior. Focuses on the use of knowledge of buyer behavior in marketing decisions. Emphasizes theory, application, and ultimate consumer and organizational buyer behavior. Special attention given to exploring and evaluating buyer behavior research, the role of models in explaining behavior, influence of buyer behavior on development of marketing programs, and issues of consumer protection as they affect marketing strategy.

Prerequisites: MKT7200 or MKT7800  
**Credits** 3.00

## MKT7555: Marketing High Tech Products

MKT7555 Marketing High-Tech Products

Building on the students' knowledge of the marketing fundamentals, the course focuses on the special challenges of marketing high-technology products in dynamic, uncertain, and hyperconnected markets and ecosystem contexts. The course is structured around three modules: bringing new high-technology products to market, managing product maturity, and transitioning from one product generation to the next. While the focus of the course is "high technology" in the general sense, the reading materials - cases, notes, and articles - are drawn from the computer hardware and software, consumer electronics, telecommunications, and life-sciences industries.

Prerequisites: MKT7200 or MKT7800  
**Credits** 3.00

## MKT7571: Sales in Action

MKT7571 Sales in Action  
(Formerly Building and Leading Effective Sales Force)

3 Credits

This course focuses on the management of sales force (i.e., salespeople, business development executives, and customer relationship staff). The course explores the resources (e.g., people, information, and technology) used by firms to initiate and develop long term customer relationships. Given the vital role of sales in several organizations, the course will expose students to the strategic and tactical means with which firms create, control, nurture, and motivate the sales force.

This course complements MBA 9502 (Customer Acquisition and Persuasion). Whereas MBA 9502 focuses on the development of skills needed to excel in selling, this course addresses the leadership roles of Sales Managers, Sales Directors, Chief Revenue Officers, and Sales VPs. Topics covered typically include sales force structure/sizing, territory design, recruitment/selection, coaching and training, motivation (leadership, compensation, sales contests, and quota management), and performance management.

Prerequisites: MKT7200 or MKT7800  
**Credits** 3.00

## MKT7572: Brand Management

MKT7572 Brand Management  
3 Credits

Brand Management is an advanced marketing course that will prepare students to lead a brand-centered marketing team in the consumer products/services arena. Branding and marketing decisions are usually made in a context of imperfect information, decision models that combine analysis with judgment, and a marketplace that is fast-changing. The emphasis in the course is to explore \_what every brand/product manager needs to know\_ to operate successfully in this real-world environment. The concept of \_brand equity\_ is the unique aspect of this course versus other marketing classes and will be a unifying theme throughout. Understanding how to build strong brands is the strategic imperative of the course.

This class will first cover the role market research plays in helping make informed brand decisions. Next, the course will explore key branding concepts and frameworks that lead to effective management of these brands. Finally, the course concludes with applying these key strategic branding concepts to the more tactical aspects of executing a brand's marketing efforts. In this final section of the course, we will devote 4 classes to building brands in the Web 2.0 world. In addition, given the course's focus on \_what every brand/product manager needs to know\_, 4-5 contemporary branding experts in key fields, such as branding law and digital/social media, as well as senior marketing executives, will be guests in class, adding their current and relevant branding experiences to the class discussions.

Prerequisites: MKT7200 or MKT7800 or equivalent core  
**Credits** 3.00

## MKT7580: Independent Research

MKT7580 Independent Research  
1.5-3 Credits

Independent research is available for all academic divisions. Registration is manual for students through Graduate Programs and Office of Graduate Academic Services.

Independent Research provides an opportunity to conduct in-depth research in areas of a student's own specific interest. Students may undertake Independent Research for academic credit with the approval of a student-selected faculty advisor, the appropriate division chair, and Graduate Academic Services. Please note that a student is responsible for recruiting a faculty advisor through the student's own initiative and obtain the advisor's prior consent/commitment before applying for an independent research project. The research project normally carries 1.5 or 3 credits.

For more information and a proposal outline please visit:  
<http://www.babson.edu/Academics/graduate/mba/Pages/independent-research.aspx>

**Credits** 3.00

## MKT7800: Marketing

MKT7800 Marketing  
2 Credits (Core MBA)

If you have taken and passed MKT7200, you cannot register for MKT7800, as these two courses are equivalent

With ET&A as its underpinning, the course is divided into three general parts. We begin the course with a big picture view of marketing in the 21st century. The middle part of the course will focus on what we marketers call the 4 Ps – product, place, price, and promotion. The course wraps up by understanding the need to constantly assess marketing's performance.

**Credits** 2.00

## MKT9501: Strategy & Tactics of Pricing

MKT9501 Strategy and Tactics of Pricing  
3 Elective Credits

Pricing decisions determine sales volume and revenue, so pricing strategy and structure are vital to a company's profitability and growth. Price determination is a top priority for managers in charge of marketing strategy or product strategy for existing or new products. Revenue and pricing are financial metrics considered to be table stakes for startups. Pricing is also a key variable for CFOs and controllers who have to forecast and manage the impact of pricing changes on a firm's financial results in competitive markets.

MKT9501 is designed to provide you with the concepts, techniques and knowledge that will enable you to determine the best prices and pricing strategy for your business and identify ways to improve existing pricing practice in companies. In the first part of the course, we will cover the fundamental analytical tools and theoretical frameworks needed to analyze costs, customers, and competition in order to set a proactive pricing strategy. We will focus on articulating sources of customer value and introduce tools companies can use to charge for value. The second part of the course introduces examples of pricing tactics from a variety of industries, and in B2B and B2C contexts. Examples of topics included are dynamic pricing, price discrimination and versioning, product line pricing, pricing psychology, bundling and subscriptions. MKT9501 also explores how companies can respond to pricing pressures and (re)structure their revenue models to adapt to increased competition and technological disruptions in global and dynamic markets.

Pre-requisites: It is strongly recommended that students take ECN7500 Economic Analysis for Business Decisions before or concurrently with this course.

**Credits** 3.00

## MKT9502: Pricing in the Information Industries

MKT9502 Pricing in the Information Industries  
1.5 Intensive Elective Credits

Pricing as a managerial discipline draws on many domains of knowledge – economics, consumer behavior, marketing, strategy, managerial accounting, law, and so on – and, as customers or as managers, we all have some experience in the taking and/or setting of prices. In this context, offerings of the information (read “content”) industries present an interesting challenge since intuition, conventional rules of thumb, traditional models, and plain-vanilla theories do not immutably apply. With this as backdrop, the 1.5-credit “Pricing in the Information Industries” intensive course offering will focus on five topics: (1) pricing principles, (2) pricing and information products, (3) product-line pricing, (4) pricing and bundling, and (5) pricing in the presence of network effects.

Prerequisites: MKT7200 or MKT7800 or equivalent core  
**Credits** 1.50

## **MKT9505: Sales&marketing Dynamic Franchise System**

MKT 9505: Sales and Marketing Dynamics within Franchise Systems

1.5 credits

This course will cover and explore the unique dynamics of sales and marketing in franchise systems. This intensive elective course complements EPS7534- Franchising, licensing & distributorship. We will review the fundamentals of franchise business models to set the context for the course and then focus on specific aspects of franchising that presents unique challenges for sales and marketing executives. We will address the implications these challenges have on marketing strategy, brand building, brand extension, sales process, sales pipeline, and revenue management. Topics covered include fundamentals of franchise business models and systems, marketing strategy and implementation in franchise systems, brand building and brand leadership in franchise systems, sales process and pipeline management for recruiting franchisees, aligning B2C and B2B franchise sales to support revenue growth, understanding franchise unit level sales analytics, managing brand conflicts and opportunities in multi-brand franchise operators, managing brands in international franchise systems, marketing channel conflicts, challenges, and opportunities when franchising is combined with other go-to-market channel options, new product development (NPD) and product portfolio management (PPM) for growth-phase franchise systems.

Prerequisites: MKT 7800

**Credits** 1.50

## **MOB6110: Creating Entrepreneurial Leaders**

MOB6110 Creating Entrepreneurial Leaders

MSEL Course

3 Credits

Creating You is designed to prepare students for the lifelong process of building and managing their career in a global context. Becoming an entrepreneurial leader is a process of self-discovery and self-creation that is enhanced by time for active experimentation and reflection. This course will guide students through the process of developing their professional identity and foster the skills necessary to navigate the journey after graduation.

**Credits** 3.00

## **MOB6602: Strategic Transformation**

MOB6602 Strategic Transformation

1.5 Credits (MSAEL core)

In order to effectively guide their organizations' strategic renewal through innovation, company leaders must have a vision of what their companies will become. They must be able to envision, shape and imagine a future, design processes for ensuring that happens, and gain the company's commitment to that shared vision. To execute on the strategic transformation agenda, a resource deployment plan must be implemented and metrics for tracking progress toward the future state need to be developed and monitored. In this course students will develop foresight skills, use them to draft domains of innovation intent and learn how to position those to company leaders.

Prerequisites: MOB6600 and EPS6600

**Credits** 1.50

## **MOB7200: Creating and Leading Effective Orgs**

MOB7200 Creating and Leading Effective Organizations

2 Credits

Creating and Leading Effective Organizations (CLEO) - This course studies the core issues of entrepreneurial leadership: how to get things done when you can't give orders, how to develop influence and build effective teams and organizations, and how to design and implement management structures and processes for high performance. There will be opportunity for practicing influence, stakeholder analysis and action planning skills.

**Credits** 2.00

## **MOB7202: Strategy**

MOB7202 Strategy

2 Credits

This course focuses on strategic and competitive analysis to enable entrepreneurial action. How should we position our business strategically to compete effectively? What sources of competitive advantage can we create, exploit and sustain? What capabilities do we need to launch the business, grow the business, and adapt successfully to changes in the environment?

Prerequisites: MOB7200, EPS7200, MKT7200 and QTM7200

**Credits** 2.00

## MOB7500: Strategy Execution

MOB7500 Strategy Execution  
3 Credits

This course in Strategy Execution is designed to introduce students to the complexity, and challenges associated with implementing a developed strategy into both emerging and existing markets. There are three major objectives in the course.

1. The first is to help students articulate a philosophy designed to guide in successfully executing strategic initiatives. Here, you will explore the concepts of intended versus emergent strategy, the operating environment versus the executing environment and the various levers of power available to managers to utilize in the successful execution of business-level strategy.
2. The second objective is to explore both successful and unsuccessful firm-level strategy executions. Using the case method, we will explore the various levers of power available to managers analyzing and critiquing the outcomes of various firms' efforts to execute a business level strategic initiative.
3. The third objective is in two parts. The first part is to give students hands-on experience via an online simulation in strategy execution. Strategy execution is best learned by doing. The intent is to expose students to the complexities of strategy implementation where information is incomplete and unanticipated challenges to implementing a strategy emerge from unexpected sources. Students learn to prioritize, work within tight time schedules, learn to cope with limited resources, and respond to unexpected demands. The second part is to fully demonstrate your understanding of the complex relationships that characterize strategy execution during the final exam.

For more information: <http://www.kaltura.com/tiny/ownhj>

Prerequisites: MOB7202 or MOB7801  
**Credits** 3.00

## MOB7507: Mentoring for the Entrepreneurial Leader: Catalyzing Your Networks for Career Advancement

MOB7507 Mentoring for the Entrepreneurial Leader:  
Catalyzing Your Network for Career Advancement  
1.5 Elective Credits

Mentoring relationships are critical for career development and success in the 21st century. This course combines theory and practice to raise students' awareness of the value of developmental relationships for career advancement while providing experiential learning opportunities for building a developmental network of coaches, sponsors, and mentors --all of which are essential for career growth in today's complex work environment. Students will apply course concepts through a series of relationship building activities, peer circle and group discussions, peer feedback, and structured reflection exercises.

During this course, students pair with mentors through the Center for Women's Entrepreneurial Leadership, based on compatibility and their career interests. Students will apply concepts learned in class to manage their mentoring experience and build their developmental relationships. CWEL Mentors are alumnae and friends of the Babson community that are senior leaders or have 15+ years of professional experience, who are committed to making a difference in the lives of the next generation of leaders. They come from a variety of backgrounds and industries and have their own unique combination of expertise and networks to share.

NOTE: Students of all genders are welcome to enroll in this course

Prerequisites: None  
**Credits** 1.50

## MOB7511: Negotiations

MOB7511 Negotiation  
3 Credits

Explores formal and informal ways that business professionals negotiate with colleagues, supervisors, employees, clients, suppliers, competitors, and others. Examines research and concepts developed in a number of academic fields, and looks closely at personal skills and experiences. Requires intense involvement in negotiation simulation exercises, and thoughtful application of theory and research.

Prerequisites: None  
**Credits** 3.00

## MOB7512: Leading and Managing Project Teams

MOB7512 Leading and Managing Project Teams

(Formerly MFE7510)

3 Credits

This experiential learning course integrates class work as a project leader and hands-on management experience at the same time. As a project leader you will be in charge of a team of four to six undergraduate students working on a Management Consulting Field Experience (MCFE) project for an organization. MBA students will be responsible for managing the entire consulting experience, which will require them to use a variety of skill sets (e.g. project management, coaching, emotional intelligence, team building, performance management, planning) that will vary based on your team's needs and the deliverables required by the company. While you will not be an active team member performing the day-to-day tasks, your responsibility will be to manage the team towards final delivery of the project to the client. This course will provide valuable hands-on leadership experience that cannot be acquired in a classroom setting alone.

Prerequisites: Babson Consulting Experience (MBA 7800), OR ½ way through your MBA Program. Part time students who have not completed BCE and are ½ way through their program may be enrolled with permission from the Office of Experiential Learning. Please contact Elissa Kempisty ([ekempisty2@babson.edu](mailto:ekempisty2@babson.edu)) or Arline MacCormack ([amaccormack@babson.edu](mailto:amaccormack@babson.edu)) with questions.

**Credits** 3.00

## MOB7515: Talent Management:what Many Leaders Miss

MOB7515 Talent Management: What Many Leaders Miss

(Formerly Human Resources for High Performance)

3 Credits

The ability to manage people effectively provides a distinct competitive advantage for organizations. This course is for managers and current or future entrepreneurs who hope to capitalize on the connection between managing people and superior organizational performance, competitive advantage, profitability, and growth. This course will help you develop a conceptual understanding of organizational practices, strategies and tools that enable the most effective management of an organization's human resources. The course is designed to answer the following fundamental question: What do managers and entrepreneurs need to know about human resources for organizational success?

For more information: <http://www.kaltura.com/tiny/inlmu>

Prerequisites: None

**Credits** 3.00

## MOB7543: Building Inclusive Organizations

MOB7543 Building Inclusive Organizations

(Formerly Managing in a Diverse Workplace)  
3 Credits

This course focuses on how to build inclusive organizations for enhanced innovation and performance. We will explore this essential topic for today's business world through the lenses of social context, individual leadership, and organizational policy and culture. The course begins by examining the opportunities and challenges to building inclusive organizations. Next, the course takes the personal perspective, considering what entrepreneurial leaders can do to build an inclusive organization. The course concludes with a focus on organizational policies and culture -- and how inclusive workplace practices contribute to positive outcomes. The emphasis throughout the course will be on how building inclusive organizations provides an opportunity for individuals and organizations to develop and thrive. Students will work independently and in learning groups.

For more information click this link: [www.kaltura.com/tiny/n728b](http://www.kaltura.com/tiny/n728b)

Prerequisites: None  
**Credits** 3.00

## MOB7552: Leading Business Turnarounds

MOB7552 Leading Business Turnarounds

3 Credits

How (and why) does one catch a falling knife? The Leading Business Turnarounds course will address the strategic, financial, operational and organizational issues confronting senior executives managing a turnaround situation. It is intended to: impart the practical knowledge needed to assess the business and financial severity of a turnaround candidate; develop an action plan to address the immediate crisis conditions facing the organization; define how to evaluate and build the necessary management team to implement the mid-term stabilization plan; define the exit strategy options (sale, bankruptcy, shutdown, or revitalization) to be pursued; and create a communication plan for the critical stakeholders affected by corporate distress. Turnaround leadership styles and actions will be investigated. Students will develop familiarity with the management and organizational assessment tools used in turnaround situations. They also will understand the financial and managerial actions necessary for developing and implementing sound turnaround strategies. Importantly, organizational implications of these plans will be probed and discussed, with focus given on how people are affected by management's actions. Finally, students will learn situational turnaround leadership techniques for use in different turnaround situations.

For more information: <http://www.kaltura.com/tiny/ntrbi>

Prerequisites: FIN7200 or FIN7800 and MOB7202 or MOB7801  
**Credits** 3.00

## **MOB7570: Leader Development:enable Change in Self&oth**

MOB7570 Leader Development: Enabling Transformational Change in Yourself and Others

(Formerly Leadership)  
3 Credits

The focus of this course will be on leader development. This course is appropriate for those who are or want to become leaders, and for students who want to understand leadership whether they aspire to a leadership role or not. The course assumes from the start the following. (1) Leaders develop themselves and do so primarily through and within their life experiences. Therefore, much of leader development is also personal development. (2) Learning to be a leader is an iterative process of reflection, assessment, planning, experimentation and practice, application of what we know, and developing supportive relationships. (3) Knowing (from theory and research) what other leaders have done, how they did it, and why, greatly informs the process of developing leader capacity. (4) You learn best when you understand and build on your current capability. (5) Openness to and wise use of feedback is essential as a basis for growth and development and ultimately effective leadership. With these assumptions, the course has the following objectives to help students develop as a leader: (1) explore the nature of leadership theory, principles, and practice and apply them to improve thinking, problem solving, and decision making; (2) better understand what constitutes effective leadership and what does not; (3) appreciate why leaders are needed at all levels in organizations and how they effectively influence, regardless of their position in the organization; (4) create a plan for your personal leader development as an initial step in developing your own leader capability; (5) increase your confidence and your impact and influence as a leader in whatever you decide to pursue. These objectives are achieved through readings, cases, experiential activities, practice in developmental coaching, receiving feedback, and putting into practice a model for sustainable leader development and change.

Prerequisites: None  
**Credits** 3.00

## **MOB7580: Independent Research**

MOB7580 Independent Research

1.5-3 Credits

Independent research is available for all academic divisions. Registration is manual for students through Graduate Programs and Office of Graduate Academic Services.

Independent Research provides an opportunity to conduct in-depth research in areas of a student's own specific interest. Students may undertake Independent Research for academic credit with the approval of a student-selected faculty advisor, the appropriate division chair, and Graduate Academic Services. Please note that a student is responsible for recruiting a faculty advisor through the student's own initiative and obtain the advisor's prior consent/commitment before applying for an independent research project. The research project normally carries 1.5 or 3 credits.

For more information and a proposal outline please visit: <http://www.babson.edu/Academics/graduate/mba/Pages/independent-research.aspx>

**Credits** 3.00

## **MOB7800: Managing People and Organizations**

MOB7800 Managing People & Organizations

2 Credits (Core MBA)

If you have taken and passed MOB7200, you cannot register for MOB7800, as these two courses are equivalent

Through the People & Organizations course you will gain a better understanding of your leadership and career capacity with a particular emphasis on developing your ability to think and act as an entrepreneurial leader. You will have multiple chances to reflect on who you are, how you work with others as you pursue an opportunity, and how this relates to you as a growing leader. This self-awareness forms the basis for your leadership development as we explore issues such as enlisting and motivating a diverse team, influencing and negotiating, cultivating a developmental network, and how to grow and align an organization to support new and innovative opportunities. You will have a variety of ways to practice and gain feedback on these skills.

**Credits** 2.00

## MOB9527: Leading in a Connected World

MOB9527 Leading in a Connected World  
1.5 Intensive Elective Credits

Meeting Dates TBD

The collaborative intensity of work has snowballed over the past decade as companies have transitioned to flatter or matrix-based structures, layered on collaborative technologies, adopted agile methodologies, deployed increasingly complex products and services, and integrated operations across the globe. Collaborative time demands have risen more than 50% in this time frame with most people spending 85% or more time in a given week on email, in meetings, and on the phone. There are positive outcomes of this new way of working: Companies more seamlessly serve demanding clients, and individuals are able to craft jobs with meaning. But a significant (and unmanaged) consequence of this new landscape is the un-abating collaborative work load, which is hurting company performance and employee effectiveness and well-being.

In this new world of work, networks of collaboration have become central to both organizational effectiveness and personal success. Yet despite the centrality of networks to performance, most leaders do not manage this asset well and often have no transparency into the main thing people do all day long: collaborate with others. Leading in a Connected World addresses organizational, team and individual collaborative drivers of effectiveness in today's networked economy. The course is thoroughly evidence-based, drawing on more than two decades of research in over 300 organizations. At each step, it will focus not only on drivers of effectiveness but also on equipping you with analytic tools (e.g., Organizational Network Analysis) and best practice guides (e.g., Team Agility, Personal Effectiveness) that you can deploy immediately in your organization or as a differentiating skill in interviews.

Prerequisites: None

**Credits** 1.50

## MSA6600: Personal Project Course

MSA6600 Personal Project  
6 Credits (MSAEL Core)

This course bridges key MSAEL Program learnings into demonstrated application, by delivering real Project impact, while enhancing the ability to mobilize others to drive organizational growth and renewal. With Faculty coaching each student will identify, in alignment with their work stakeholders, a specific challenge or opportunity at their organization. Clear Learning Plan frameworks, built on Project Management under Uncertainty principles, will be used to frame their project considering stakeholder needs, potential resistance to change, benefits of implementation and leadership challenges (self, others, organization). Their Entrepreneurial Leadership Project Action Plan, with relevant Analytics, will be reviewed for progress through ongoing check-points with Faculty, and key stakeholders inside their organization. By the end of this Capstone course, the student successfully implements a measurable pilot solution and a plan for further actions.

**Credits** 6.00

## MSB6300: Business Analytics Field Project

MSB6300 Business Analytics Field Project  
3 Blended Credits

The course will provide students with the opportunity to reinforce as many as possible of the program's learning goals by guiding and coaching them through the performance of analytical tasks that they can expect to encounter in the workplace following graduation. The course will consist of two principal components:

1. A formal curriculum, delivered in a blended format, that will teach students critical skills needed to plan and execute analytical projects, and then to communicate their results effectively to senior management and other stakeholders; and
2. A consulting project, coached by a faculty member, in which teams of students will perform an analytical task for an outside organization and present their work to executives from that organization.

**Credits** 3.00

## **MSB6310: Storytelling/Communication with Data**

MSB6310 Storytelling/Communication with Data

3 Credits (MSBA Core)

In 2020, businesses are highly dependent on a data-driven decision-making model. The data explosion seen in the past few years makes managing and understanding data extremely difficult. Hence, there is a dire need to make sense and visualize the data effectively to solve problems. This course will introduce data visualization using Tableau for beginners. Students will learn best practices for data visualization and storytelling. Students will develop the expertise to generate powerful reports and dashboards to help businesses make decisions based on their data. They will create high-impact visualizations based on common data analysis, predictive analytics to improve business decisions. At the end of the course, students will be well prepared to take the level 3 tableau exam.

Prerequisites: MBA students will be required to review approximately 2 hours of pre-work videos

**Credits** 3.00

## **MSM6101: Leap:leading Entrepren Action Project**

MSM6101 LEAP

MSEL Course

4.5 Credits

LEAP is a yearlong experiential course and serves as the foundation for the MSM program. The course is designed as an integrated learning experience that integrates design, entrepreneurship, and organizational behavior. The course is structured as a project-based course in which students will work in small, independent groups as they identify, design, develop, and prepare to launch a new opportunity. Students will develop a deep understanding of the intersection between design principles and fundamentals of entrepreneurship. Students also will learn how to work effectively in a group and organization, critical to the success of any new opportunity. Cocurricular resource sessions will provide students with essential awareness of legal issues that might impact the implementation of their projects.

**Credits** 4.50

## **MSM6110: Global Entrepreneurship Experience**

MSM6110 Global Entrepreneurship Experience

MSEL Course

3 Credits

At Babson, we consider a global mindset necessary for the 21st century. In addition to learning from the diversity of students in the program, in this course students will explore entrepreneurial ecosystems in a context different than the one in which they grew up. Groups of approximately 25 students will travel with instructors to other regions of the world to engage with locals on topics of entrepreneurial concern. Travel for this course occurs for 8-12 days during winter term and the course includes pre-departure preparation sessions, as well as post-return reflection exercises.

**Credits** 3.00

## **MSM6111: Global Entrepreneurship Experience II**

**Credits** 1.50

## **MSM6120: Design Thinking and Ops Frontier**

**Credits** 3.00

## **MSM6121: Leap:leading Entrepren Action Project**

**Credits** 6.00

## **OIM6110: Information Technology**

OIM6110 Information Technology

This course prepares students to become digital innovators—global entrepreneurs and business leaders who can make strategic business decisions involving data, digital products, and digital services; experiment with information technologies and platforms; build and work in diverse teams; and create social, environmental and economic value from data in a business context.

**Credits** 1.50

## OIM6111: Operations Management

OIM6111 Operations Management  
(Formerly OPS6110)

If you took and passed OPS6110, you cannot register for OIM6111, as these two courses are equivalent

In enterprises of any kind, managing operations effectively is essential to success. The course explores the role of operations in enabling a firm's strategy, affecting its business model, and in creating extensible systems to capture value for multiple stakeholder classes. Students will identify critical systems, design solutions, and apply problem solving practices in ways that could potentially reset competitive conventions or enable a new initiative or venture to overcome constraints posed by a nascent & uncertain operating environment.

**Credits** 1.50

## OIM6112: Artificial Intelligence Experimentation

OIM 6112: Artificial Intelligence Experimentation

MSEL Course

1.5 credits

Description:

Artificial Intelligence Experimentation is an experiential course where student teams leverage AI to design digital business concepts and apply Agile Product Management. Students will learn key skills, including how to:

1. Develop AI value propositions and business concepts
2. Practice agile product management
3. Prototype AI-related digital interfaces and solutions
4. Conduct experiments and iterate on solutions

The course does not require previous AI, programming, Agile, or software/hardware prototyping experience.

Prerequisites: None

**Credits** 1.50

## OIM6301: Programming for Business Analytics

OIM6301 Programming for Business Analytics  
3 Credits

This course will introduce fundamental programming concepts including data structures and networked application program interfaces, using three different programming languages: SQL and Python. In addition, you will learn to manage structured data (SQL) and unstructured data (Python). At the end of this course, you will gain the basic understanding of programming and managing data in a data science driven world.

You will also learn:

- Understand multiple definitions of business intelligence and its relationship to analytics
- Understand how companies employ BI to shape strategy, monitor performance, and achieve competitive advantage
- Be able to identify opportunities for using different business analytical skills in a variety of business cases
- Understand database management and data warehousing and become competent in implementing them
- Learn to gather, analyze, summarize and visualize data to solve basic business problems
- Be able to program with SQL and Python
- Understand the challenges of big data and the technologies used to build models on and draw inferences from large data sets

Prerequisites: Admission into the MSBA program. CAM students should contact Graduate Academic Services to pursue enrollment in this course. MBA students will be required to review approximately 2 hours of pre-work videos.

**Credits** 3.00

## **OIM6600: Scaling a New Business Within the Enterprise Through Digital**

OIM6600 Scaling a New Business Within the Enterprise Through Digital  
3 Credits (MSAEL Core)

Digitized processes and platforms are an essential approach for leaders to scale major projects and initiatives in an organization. Cloud computing enable digital platforms that focus on operations, employee collaboration, customer relationships, and machine-to-machine connections such as the Internet of Things (IoT) to capture, analyze, and share data and insights. Instead of experimenting in an incubation state, the entire organization has to get involved with the innovation process. In this course, we explore how and when to use these digital platforms. This includes not only the rollout of the digital change from an operations and resourcing perspective but understanding who the active and passive champions and resistors are and working with them to drive diffusion. We will also discuss operations challenges and solutions associated with moving from a pilot to full scale production. Finally, the course will expose students to emerging technology enablers (e.g. data visualization, 3D printing, robotics, machine learning, augmented/virtual reality tools) and effectively identify the role they can play in the organization's growth and renewal.

Prerequisites: MOB6600 and EPS6600  
**Credits** 3.00

## **OIM6601: Project Management Under Uncertainty**

OIM6601 Project Management Under Uncertainty  
3 Credits (MSAEL Core)

This course offers methods and frameworks for commercializing nascent technologies that offer potentially breakthrough value to the market and therefore, enormous reward for the firm, but whose value propositions and applications are highly uncertain at the outset. Aside from readings and cases, students' job will be to undertake a project either from their own organization or one provided by the faculty and, applying the tools and methods of the course, understand the technology, learn how to articulate it in terms of market opportunity, scope out the potential applications, and begin doing the hard work of evaluating the potential of the opportunity, incubating it and determining next steps.

Prerequisites: MOB6600 and EPS6600; OIM 6600  
**Credits** 3.00

## **OIM7501: Intro to Database Management**

OIM7501 Introduction to Database Management  
1.5 Elective Credits

SQL forms the cornerstone of all relational database operations. The ability to write the SQL language is essential for those who develop database applications. This course provides a solid foundation of the SQL programming language that enables students to build, query and manipulate databases. Working in SQL Server Management, the students will be actively engaged in a hands-on classroom experience.

The list of topics include: Understand entity-relationship modeling (ER Model) at the conceptual level; Data design terminology, SQL Basics, Joins and Views, Conditional Logic, Procedures, Functions.

Prerequisites: None  
**Credits** 1.50

## **OIM7502: Advanced Programming Business Analytics**

OIM7502 Advanced Programming for Business Analytics  
3 Elective Credits

Python is a general-purpose programming language that has rapidly become one of the most popular languages for data science. Python allows users to quickly and efficiently collect, clean, analyze, visualize and narrate using any kind of data (structured, semi-structured or un-structured); irrespective of how messy the data might be. In this course, students will advance their python skills for data science. Students use a variety of data to learn powerful ways to conduct data analytics and learn helpful data science tools along the way. This will equip students to conduct their own analyses towards the end of the course.

Prerequisites: OIM 6301  
**Credits** 3.00

## OIM7503: Experiment to Scale

OIM7503 Experiment to Scale  
3 Elective Credits

Innovators in all industries are searching for ways to bring products and services to market at an even faster pace and to scale. However, companies face a myriad of challenges that make such growth difficult, namely: environmental uncertainty, unquestioned industry standards, and seemingly stagnant organizational cultures. And while ideating and prototyping new ideas becomes more manageable for firms, bringing those ideas to scale is still elusive. Experimentation has recently been revered as the way forward to address these challenges. In this course, students will study historical and more recent experimentation techniques from technology and operations management. Students will compare and contrast these techniques and apply them to a project.

**Credits** 3.00

## OIM7504: Social Innovation Design Studio

OIM7504 Social Innovation Design Studio: Impacting the Future of Business

3 Credits

This new experiential studio course offers students a unique opportunity to integrate entrepreneurial leadership with social design and learn by doing as they create and implement solutions to some of the world's pressing challenges — in partnership with innovative organizational sponsors. Students work collaboratively in teams supported by faculty, mentors, lecturers and their own self-initiated research. Three sections guide learners through the process of self-discovery, understanding the landscape and potential of social design in business, and hands-on application of the process to a real-world challenge. The mindsets, skillsets and processes mastered will serve students in creating the future they want throughout their lives. This is a signature learning experience for the updated Intensity Track in Business and Social Innovation.

Prerequisites: None

**Credits** 3.00

## OIM7505: Digital Transformation

OIM7505 Digital Transformation  
3 Elective Credits

The digitalization of products, processes, and business models is accelerating the rate of change in every industry and how organizations deliver value. While the majority of organizations report having initiated digital transformation efforts, studies highlight that fewer than 30% of these digital initiatives deliver positive results. However, no single digital transformation strategy applies to every company's situation, as digital transformation depends as much on the business context and organizational design, culture, and talent as it does on digital technologies.

In this course, we will use the case method to explore digital transformation efforts for a number of organizations across a variety of industries, and learn about the emerging technologies (e.g., AI, blockchain, extended reality, robotics) driving their transformation. Students will gain critical-thinking skills, work in groups, learn to apply different perspectives and frameworks to analyze complex business scenarios, and practice communication skills. Case analyses and in-class discussions will be complemented with a digital transformation consulting project.

Prerequisites: OIM7800

**Credits** 3.00

## OIM7506: Global Health Innovation Lab

OIM7506 Global Health Innovation Lab

3 Credits

Improved health is central to a country's economic and social development, with 10-30% percent of gross national product (GDP) per capita attributed to differences in countries' investments in health and education over the long term. Global Health Innovation Lab is a learning-by-doing course where student teams are paired with students from universities around the world to identify and solve problems related to the development and implementation of health innovations in low- and middle-income settings. For our second offering of the course, students will be paired with medical students from Unifacisa Educação in Campina Grande, Brazil. Students will be assigned to a high priority project challenge from a healthcare-related organization in Brazil. Based on the challenge presented by the organization, students will follow the design thinking process, paired with approaches from healthcare management and entrepreneurship, medical anthropology and sociology, and information technology to prototype and test solutions that address organizational challenges. Organizational challenges may relate to care delivery services or technologies needed within clinic settings or in the community. The students will be expected to interact with the partner organizations regularly to make progress. Students will be connected with alumni or other experts as they need additional project support. Student teams are assessed based on their teamwork, project progress, and completion of course readings and activities. Students will have the opportunity to share their projects with the broader global health community through the Kerry Murphy Healey Center for Health Innovation and Entrepreneurship at Babson.

**Credits** 3.00

## OIM7507: Supply Chain Analytics

OIM 7507: Supply Chain Analytics

3 credits

Traditionally, supply chains were seen as sources of cost that were necessary to achieve the goals of buying, selling, manufacturing, assembling, warehousing, transporting, and delivering goods. More recently, managers have come to understand the potential of the supply chain as a source of competitive advantage and expand efforts beyond cost minimization and into the realm of profit maximization and expanding market share. At the same time, supply chains have become increasingly large and complex with the potential for thousands of suppliers, manufacturers, distributors, and retailers to be included in the supply chain for a single product. This increase in supply chain size has coincided with exponential increases in the amount of data collected and maintained by firms and the computing power we have available to analyze it. Problems which were entirely intractable decades ago can now be solved at scale in a matter of minutes. As technology has increased the number of problems that can be solved at industrial scale, firms have shifted from primarily focusing on descriptive analytics to utilizing the power of predictive and prescriptive analytics to solve supply chain problems.

This course is designed to provide you with a broad introduction to the uses of prescriptive analytics to optimize common supply chain decisions associated with purchasing, manufacturing, distributing, and retailing goods and services. The focus will be on identifying areas of Supply Chain Management where optimization and simulation are helpful tools, selecting and implementing appropriate models given the context, and interpreting those models and their limitations. We will discuss a variety of decisions across the different functions of the supply chain and the role of optimization and data in making those decisions. Students will gain a foundational understanding of how analytics can be applied to Supply Chains, the currently available tools and software, and how to recognize common pitfalls or issues.

Prerequisites: None

**Credits** 3.00

## OIM7511: Future Lab:complex Prob Sovl Social Impact

OIM7511 Future Lab: Complex Problem Solving for Social Impact

3 Elective Credits

Sinan Erzurumlu, Faculty Director at FutureLab & Prof. of Innovation and Ops Mngment  
Cheryl Kiser, Executive Director, The Lewis Institute & Babson Social Innovation Lab

FutureLab combines the entrepreneurial mindset and social design principles to engage students, organizations and community to explore pioneering entrepreneurial challenges and create economic and social/environmental progress for selected partner organizations. The FutureLab is a discovery and action-learning lab. It involves experiential learning in service to address challenges in real time and in real contexts. As a FutureLab student partner, you will collaborate with an ensemble of faculty members and partner organizations to explore their challenges and develop solutions for social impact at scale. You should be prepared to engage in an active learning environment and apply principles of complex problem solving for social impact.

Given the increasing preference shown by employers for demonstrated problem solving experience, this lab will provide you with the opportunity to add a very realistic problem-solving experience to the portfolio of qualifications on your resumes. We envision regular, ongoing interaction with our partners, with details to be determined in collaboration with these partners. You will gain skills in creativity, critical thinking, innovation, complex problem solving, social change, entrepreneurial leadership and influence. Depending on the demands of the project, you will apply these skills towards framing the problem and co-creating solutions with community and partner organization.

The 14-week lab experience is designed for active learning, experimenting, generating and launching an implementation plan. Student partners of prior semesters addressed various problems, such as improving the efficiency and effectiveness of key patient care processes for a major academic medical center and analyzing the mobility challenges of older adults for governmental organizations. It is important to know that this is a team-based engagement and anticipate the flexible investment of time and effort that high-performance teams and deep work often demands. This Lab requires a high willingness to work in a flexible timeframe and framework. Student partners may be interviewed prior to class by the Lab faculty team.

**Credits 3.00**

## OIM7512: Future Lab:design-Led Innovation

OIM7512 Future Lab: Design-led Innovation  
3 Elective Credits

The FutureLab is a discovery and action-learning lab. It involves experiential learning in service to address challenges in real time and in real contexts. As a FutureLab student partner, you will collaborate with an ensemble of faculty members and partner organizations to explore their challenges and develop solutions for social impact at scale. You should be prepared to engage in self-paced team projects in an active learning environment. You will combine the entrepreneurial mindset and apply principles of complex problem solving for social impact.

Given the increasing preference shown by employers for demonstrated problem solving experience, this lab will provide you with the opportunity to add a very realistic problem solving experience to the portfolio of qualifications on your resumes. We envision regular, ongoing interaction with our partners, with details to be determined in collaboration with these partners. You will gain skills in creativity, critical thinking, innovation, complex problem solving, social change, and entrepreneurial leadership and influence. Depending on the demands of the project, you will apply these skills towards framing the problem and co-creating solutions with community and partner organization.

The 14-week lab experience is designed for active learning, experimenting, generating and launching an implementation plan. Student partners of prior semesters addressed various problems, such as improving the efficiency and effectiveness of key patient care processes for a major academic medical center and analyzing the mobility challenges of older adults for governmental organizations. The focus of the Lab is going to be on mobility and connectivity challenges. It is important to know that this is a team-based engagement and anticipate the flexible investment of time and effort that high-performance teams and deep work often demands. This Lab requires a high willingness to work in a flexible time frame and framework. Student partners may be interviewed prior to class by the Lab faculty team.

**Credits 3.00**

## OIM7515: Enterprise 2.0 Building Social Networks

OIM7515 Enterprise 2.0 Building Social Networks to Improve Business Performance  
3 Credits

Enterprise 2.0 is the term to describe organizations that use social platforms and technologies that enable emergent collaboration. Organizations must now capture, distribute and apply the knowledge of their employees for business benefit. Also, companies need to keep track of knowledge outside of their corporate walls, for example, understanding market trends and being aware of what customers are saying about their products. Ultimately, the goal of Enterprise 2.0 is to break down traditional information silos and allow employees and managers to tap into the right people and expertise when they need it.

In this course we will discuss the current state of the Enterprise 2.0 movement including how it pertains the current reality of hybrid work. The goal is to go "beyond the hype" and provide a science and methodology to measure the value of these social platforms, including Facebook, Twitter, Instagram, YouTube, the Metaverse, Microsoft Teams, and Slack. We will explore how social collaboration tools are being used by organizations to identify subject-matter experts, find unstructured knowledge when they need it and to leverage the "wisdom of the crowds" for experimentation and learning.

Student projects will emphasize a "hands-on" approach to understanding the latest social platforms. We will use organizational network analysis (ONA) software, a methodology to analyze the structure of social networks, or the people-to-people connections in organizations. ONA is an increasingly popular application used by both management consultants and internal organizational practices to understand information flows and "influencers" inside and outside a company. We will also explore personal network analysis (PNA) using EgoNet software and social listening platforms, such as NUVI, to understand customer influencers.

Prerequisites: None  
**Credits** 3.00

## OIM7522: Leading Sustainable Innovation

OIM7522 Leading Sustainable Innovation  
3 Elective Credits

The era of corporations integrating sustainable practices is being surpassed by a new age of corporations actively transforming the market to make it more sustainable. Enterprise integration is geared toward present-day measures of success; market transformation will help companies create tomorrow's measures. This course prepares entrepreneurial leaders to create systemic transformation and apply practical decision-making with the purpose of socio-ecological and economic value. In this course you will learn different approaches including systems thinking to design, develop and implement sustainability-oriented innovations. After completing this course, you will be able to

- (1) Critically examine the relationship between business practices and socio-ecological system,
- (2) Understand and apply the concepts of sustainability thinking and practice (externalities, process thinking, and systems and design thinking) to design, develop and implement sustainability-oriented innovations with socio-ecological systemic impacts,
- (3) Understand how to operationalize the four elements of sustainability thinking and practice (purpose and strategic intent, stakeholder involvement, metrics, design and implementation of innovations)
- (4) Develop knowledge and skillset to take lead in formulating an effective sustainability strategy for the transformation of a conventional organization

**Credits** 0.00

## OIM7525: Agile Experimentation

OIM7525 Agile Experimentation  
1.5 Elective Credits

Agile Experimentation (AgileEx) is an experiential course in which teams of students use agile methodologies to design and prototype viable Internet of Things (IoT) innovations combining hardware and software components. The course involves:

- Practicing Agile/SCRUM project management methodologies and software, and learning how to scale Agile environments from small startups to large organizations
- Designing and building IoT (or wearable) devices with sensors and actuators, and programming hardware (i.e., Arduino boards)
- Designing digital interfaces and processes (e.g., app mockups, process diagrams) with software tools
- Running experiments and surveying customers to test hypotheses and iterate in the development of a prototype
- Building an innovation with a clear value proposition
- Learning about emerging technologies
- Presenting your work in a final pitch that showcases your prototype and its market viability

The course aims to train business graduates who are confident life-long learners of technology, can work in Agile environments, and can participate in the development of innovative technological solutions that integrate hardware and software components.

The course does not require programming, Agile, or software/hardware prototyping experience.

Prerequisites: None

**Credits** 1.50

## OIM7529: Sustainability Innovation

OIM7529 Sustainability Innovation  
1.5 Elective Credits

Our economic systems are running on an enormous ecological deficit. However, there's some good news for entrepreneurial leaders everywhere; everything needs to be redesigned. What you get when you have new technologies, new user needs, new markets, and new business plans is new opportunities for sustainable development. With this mindset, the industrial and economic systems are in sustainability transformation from the industrial age to the climate change and social impact age.

In this new age, entrepreneurial leaders must understand the socio-ecological impacts of their businesses, and integrate sustainability risks and opportunities into discussions and decisions on risk, revenue, and business strategy. They must explore and develop innovations with sustainability priorities for their markets and industries. They must be able to evaluate value and impact at scale in the context of short- and long-term strategic decision making. Otherwise, their businesses will be inevitably extinct in the climate change and social impact age.

This course aims to prepare entrepreneurial leaders for critical sustainability transformation. Students will gain knowledge about the sustainability challenges (e.g., energy, transportation, waste, carbon management, agriculture, production and consumption) and practical skills for exploring sustainability innovations and accelerating the growth of sustainable businesses (e.g., net zero, zero-carbon tech, decarbonization, ESG, UN SDG). Students will 1) learn and employ integrated systems thinking to address social responsibility, ecological integrity, and value creation; 2) apply an innovation process framework to generate sustainability ideas and develop business strategies; and 3) assess the suitability, scalability, and sustainability of innovations for consumers/users, investors, and other stakeholders of interest.

Students who are interested in any of the following roles may find this course useful:

- An entrepreneur wanting to understand sustainability as a business opportunity
- An individual or corporate strategy group developing a sustainability strategy
- An individual or corporate strategy group seeking growth through sustainability innovations
- A leader wanting to develop a culture of sustainability and organizational change
- An R&D group aiming to integrate sustainability into its innovation process

- A financier deciding whether to invest in a sustainability-oriented entrepreneur

Prerequisite: NONE

**Credits** 1.50

## OIM7545: Artificial Intelligence for Business

OIM7545 Artificial Intelligence for Business

3 Blended Credits

F2F Meeting Dates TBD

This course introduces students to cognitive technologies (another phrase for “artificial intelligence”) and addresses their value and implementation in business. A variety of cognitive tools will be covered, from machine learning to natural language processing to “deep learning.” Both the functions performed by these technologies and the business issues they generate—including the roles to be performed by humans in knowledge work processes of the future—will be addressed in the course.

Some instruction is provided by online videos on cognitive technologies. There will be several guest lectures from external experts on various cognitive technologies and management issues. No programming background is required, although students will need to study materials about how cognitive technologies work.

**Credits** 3.00

## OIM7546: Analytical Managers and Organization

OIM7546 Analytical Managers and Organization

3 Blended Credits

This course is designed to teach MBA students what it means to be an analytical manager, and how to build the capabilities required to be a highly analytical organization. It addresses the non-statistical topics in analytical decision-making at the individual level (including framing the problem and communicating the results), which should complement statistically oriented courses at Babson. It also addresses the key factors (in the DELTTA model—data, enterprise, leadership, targets, technology, and analysts) necessary to succeed with analytics at the organizational level. It incorporates new course content specifically relevant to big data and analytics based on it. The course specifically delves into how both large and entrepreneurial organizations are addressing big data and analytics, and focuses in particular on how digital and online firms use and manage analytics. We’ll discuss various industries’ and functions’ use of analytics, but the only one addressed in any depth is web analytics for digitally-oriented businesses.

**Credits** 3.00

## OIM7555: Product Design & Development

OIM7555 Product Design and Development  
3 Elective Credits

Product Design and Development (PDD) is an integrated management course that provides students with a field-based understanding of the fundamentals of conceiving, evaluating, and developing successful new physical products. One works in a team-based environment learning how to translate a new product idea into a product concept and final design. The course extends the design toolkit introduced in core MBA courses, preparing students to create final working prototypes to be used to pursue funding for venture launch.

Weissman Foundry resources are used extensively to develop product prototypes. Student teams propose projects or are matched with projects in collaboration with participating client companies. The course culminates in the MBA Product Design Fair where teams present final product prototypes.

The course covers emerging topics and tools in sustainable product design as well as the use of generative artificial intelligence in the design process. While there is some case-based learning, the primary focus is on experiential learning through creating new products. The course is particularly relevant for students interested in launching ventures based on physical products, those seeking employment in companies with a product focus, those wishing to learn more about the design and innovation process through engaging in a semester-long development project, and those interested in product management roles. (3.0 Credit Hours)

Prerequisites: None  
**Credits** 3.00

## OIM7556: Cybersecurity

OIM7556 Cybersecurity  
1.5 Elective Credits

The course is designed for the next generation managers who need to appreciate both the technical aspects and business impacts of cybersecurity in the enterprise. Different types of security break from a manager's perspective are explored. Students will also learn to design or support cybersecurity initiatives such as a risk management, policy creation, incident response and continuous improvement. The course uses a combination of readings and current events, class discussion and guest speakers for learning.

Prerequisites: None  
**Credits** 1.50

## OIM7565: Blockchain Ventures

OIM7565 Blockchain Ventures  
1.5 Elective Credits

This course is for students wishing to explore blockchain technology (and specifically NFTs). Kicking off with a review of the technology's initial application, the cryptocurrency Bitcoin, students will gain an understanding of the commercial, technical and public policy fundamentals of blockchain technology, distributed ledgers and smart contracts in both open sourced and private applications. We then will deep dive into the Ethereum ecosystem, where we cover how it works, review 'the merge', and provide case studies of NFTs in gaming, music among other industries. Along the way, we will explore the markets and regulatory landscape for cryptocurrencies, DAOs, coin offerings, other tokens, as well as new forms of financing through crypto. An important distinction will be made between leveraging the technology of Blockchain into a business, and NFTs, which are a specific use of blockchain technology.

Prerequisites: None  
**Credits** 1.50

## OIM7572: Supply Chain Management

OIM7572 Supply Chain Management  
3 Elective Credits

Supply Chain Management (SCM) is primarily the management of flows. These flows involve multiple, interactive parties. Thus, asymmetric interests & information pooling often govern the Chain itself as it interprets the uncertainty inherent in both supply and demand. The goal of all supply chains is to satisfy or exceed customer's expectations and to do so at sustainable and reliable levels of profitability. The achievement of these goals is both enabled and challenged by the nature of complex systems in an increasingly globalized economy. In many industries supply chains are the primary determinant of product cost, capital efficiency and customer satisfaction. Indeed, in certain firms, Supply Chain Management is a compelling source of competitive advantage and shareholder interest.

This course is a foundational elective designed to provide students with an integrated perspective of SCM; with enough specificity to critically assess the strategic fit of an existing supply chain design and to offer discrete recommendations for improvement. Students will also learn to recognize best practices in supply chain management, identify possible supply chain barriers to effectively scaling a venture, and assess the effectiveness of advanced technologies such as robotics, blockchain and AI to further improve supply chain execution & product/service life-cycle management. As such the course will be an essential component to the portfolio of studies of those pursuing advanced management skills & research. The course is intended for CEO's, COO's, CSO's, Product Managers and Operations leaders in ventures where the supply chain is an instrument of strategic intent & actualization.

This course is structured on the fundamental assertion that a system is more than the sum of its parts. As systems, supply chains may exhibit adaptive, dynamic, self-resilient and even goal seeking behaviors. Our scope of study is through a lens involving networks, platforms and ecosystems – often well beyond the hard boundaries of a firm. For purposes of our course, Supply Chain Management is defined as the transdisciplinary & integrated approach to managing the flow of goods/ services, information, and capital, from raw materials through to the end user – and increasingly the conversion of end-of-life products back into sourcing streams.

Prerequisites: 1) NONE for those involved in Specialty Masters Programs (MSBA, MSF, MSEL)

2) Completion of OIM 7800 for all other

students

**Credits** 3.00

## OIM7580: Independent Research

OIM7580 Independent Research  
1.5-3 Credits

Independent research is available for all academic divisions. Registration is manual for students through Graduate Programs and Office of Graduate Academic Services.

Independent Research provides an opportunity to conduct in-depth research in areas of a student's own specific interest. Students may undertake Independent Research for academic credit with the approval of a student-selected faculty advisor, the appropriate division chair, and Graduate Academic Services. Please note that a student is responsible for recruiting a faculty advisor through the student's own initiative and obtain the advisor's prior consent/commitment before applying for an independent research project. The research project normally carries 1.5 or 3 credits.

For more information and a proposal outline please visit:  
<http://www.babson.edu/Academics/graduate/mba/Pages/independent-research.aspx>

**Credits** 3.00

## **OIM7604: Special Topics: Eps in a Digital World**

OIM7604 Special Topics: Entrepreneurship in a Digital World

Digital technologies, processes and business models are impacting all aspects of businesses today, from startups to large organizations that need to practice corporate intrapreneurship. This course will focus on how digital strategies, tactics, and tools can be leveraged by today's entrepreneurial leaders to innovate, grow, and renew initiatives in their organizations. We will study how digital platforms can be used to scale operations, improve decision-making, and enable new business models to grow customers and revenue. Topics will include cloud computing platforms that focus on operations, employee collaboration, customer relationships, and machine-to-machine connections such as the Internet of Things (IoT) to capture, analyze, and share data and insights. New digital business models will be explored that will inform corporate strategy and business opportunities. Students will gain hands-on experience using popular data analytics and visualization tools, such as Tableau, to explore opportunities, gather insights, and make more informed decisions. The course will expose students to emerging technology enablers, such as machine learning and augmented/virtual reality tools, and effectively identify the role they can play in the organization's growth and renewal. Finally, we will discuss digital development and implementation strategies, including agile methods, to deliver digital technologies and gain adoption throughout the organization.

**Credits** 3.00

## **OIM7800: Operations and Information Management**

OIM7800 Operations and Information Management  
2 Credits (Core MBA)

If you have taken and passed OPS7200, you cannot register for OIM7800, as these two courses are equivalent

This course focuses on the role of operations and information in executing a firm's strategy and delivering the organization's products and/or services. Within this focus, students learn to apply operations design and strategy in three ways. First, they learn to configure resources and design processes to achieve performance, identify improvement opportunities, and leverage strategic capabilities for sustainable growth. Second, they learn the strategic role of technology and data, and use data for improving the operational model. Third, they study the operational model of innovation to create sustainable value for an organization. With an emphasis on building long-term sustainable models, this course helps managers consider environmental and social impact in their operating models.

**Credits** 2.00

## **OIM9500: Oim Credit**

**Credits** 3.00

## OIM9521: Innovation Processes

OIM9521 Innovation Processes  
1.5 Intensive Elective Credits

Over the past two decades, a combination of changes in political, technological, and cultural arenas have dramatically affected the way in which companies, organizations, and individuals innovate. In this course, we will explore the critical parameters of various innovation processes, learn about their advantages and disadvantages, and compare the contexts in which these processes operate. The goal of this course is to develop an understanding of what it takes to design and operate various innovation processes.

In the first offering of the course, the emphasis will be placed on open innovation processes, design thinking and lean start-up, and coordination issues of complex innovation processes. This course is positioned between our existing offerings Product Design and Development (MOB-7555), which provides an in-depth experience on the project level, and Leading Innovation: Creating Organic Growth (MOB-9525), which discusses managerial and strategic challenges on the firm level in the context of industry and competition. In contrast, the new course Innovation Processes will focus on the mechanisms of how design and manage effective innovation processes.

**Credits** 1.50

## OIM9526: #cx #xd Innovation

OIM9526 #CX #XD Innovation  
(Formerly MOB9526 #CX #UX #XD)  
1.5 Intensive Elective Credits

This course will complement an existing graduate 1.5-credit elective called Strategies for Innovation and Growth. It is also a good complement to the Managing Technological Innovation course. As their titles suggest, the latter course is overwhelmingly focused on technology based products and hi-tech industries while the former is focused on how can large firms can create and sustain innovation and growth activities. This course will complement two existing graduate 1.5-credit electives (1) Leading Innovation @ Gorillas, Chimps & Monkeys and (2) Innovation Processes.

All countries go through life cycles-agriculture, manufacturing, services and knowledge. The majority of the developed world can be considered today to be primarily in the post-service knowledge based industries. Providing services in addition to goods, which were at one time a differentiator for most businesses are more or less commoditized today. Several trends have emerged over the last 15 years: (1) Move from Services to Experiences; (2) Emergence of new Digital and Networked Economies; (3) Information and Knowledge Intense Economies; (4) the rise of the new post-PC industry, also known as the TIME industry, i.e., the convergence of the Telecom, Information, Media and Entertainment industries and (5) new forms of Designing & Delivering Great Customer Experiences. This course explores the innovations that are driving all these trends as primarily applied to a broad section of service industries-Airlines, Retail, Hospitality, Healthcare, Financial, B2B, TIME and even Not-for-Profits.

This course will cover: understanding the customer psychology and perceptions in service interactions; explore concepts, methods and tools to dream, define, design and deliver great customer experiences; innovative strategies to use customer experience as a differentiator; and how the convergence of digital technologies – data, voice & video – is helping firms to engage customers in new and innovative ways.

This course is typically offered in the following semesters: Fall/Spring/Summer

**Credits** 1.50

## OIM9530: Competing on Analytics

OIM9530 Competing on Analytics  
1.5 Intensive Elective Credits

Meeting Dates TBD  
Drop Deadline TBD

McKinsey Global Institute is predicting a shortage of over a million managers and analysts with the analytics know-how to make effective decisions. In this course, you will learn about some of the most important analytics-related trends, how enterprises and entire industries are being transformed by analytics, and how to build a competitive data strategy and team. We will also discuss various approaches and tools for analyzing structured and unstructured data.

To complement our strategy discussion, we will explore some popular business intelligence tools. You will have the opportunity to get "hands-on" with a few of these tools.

The highlight of this course will be an industry-specific team project employing concepts and best practices discussed in class.

Note (1): If you have professional analytics experience, please contact the professor in advance of registering to assure alignment with your interests and needs.

Note (2): You will need a reasonably current PC or Mac. Mac users will need to download an app from the Apple AppStore. Details will be provided in advance of class.

**Credits** 1.50

## OIM9550: Innovating with Wearable Technology

OIM9550 Innovating with Wearable Technology  
1.5 Intensive Elective Credits

Meeting Dates TBD

Drop Deadline TBD

Digital entrepreneurs should be agile experimenters, capable of innovating by combining available technologies and services into digital products and platforms. In this course students will learn about the lean digital startup and follow agile principles to conceive and create a wearable technology device with a clear value proposition. The course will include an introduction to wearable hardware programming and involve hands-on work with an open source wearable technology prototyping platform.

**Credits** 1.50

## OLN7500: Cross Registration at Olin College

OLN7500 Engineering for Humanity: Helping Elders Age in Place Through Partnerships For Healthy Living (Olin College Spring 2013 Course, specially aimed at 3-College students)

Olin College: Engr 2141/AHSE 2141

Instructors: Caitrin Lynch and Ela Ben-Ur

Day/Time: Mondays and Thursdays, 12:30-3 [time can be shifted slightly to accommodate commute time and lunch; contact the profs]

Do you want to make a positive difference in the lives of older adults in the local community? We're looking for students with passion to help others and with diverse backgrounds in arts, humanities, social sciences, business, and/or technical fields. This innovative, intergenerational course is a partnership between college/graduate students and local senior citizens. It is co-taught by two Olin College professors with experience in anthropology, design, and mechanical engineering, and will take place at Olin College and in the local communities (home visits and fieldtrips). We will partner Wellesley-Babson-Olin student teams with local senior citizen volunteers, and ultimately the students will design real, implemented solutions to specific everyday problems.

Projects will be customized to meet the needs of the senior citizen partners. Possible projects: students might design a device to help someone who has difficulty reaching up to change a light bulb, something to help hold a newspaper steady with shaky hands, or something to enable someone to get clothes out of a dryer that is difficult to stoop down to reach. The class meets 2x/week; some sessions are devoted to co-design with the client population or to team meetings, other sessions involve guest speakers and fieldtrips, others are for discussion of topics relevant to aging and/or design. No prerequisites; a sense of adventure highly recommended.

More info? See <http://e4h.olin.edu/spring2013.html>  
Questions? Contact Caitrin Lynch [clynch@olin.edu](mailto:clynch@olin.edu)

Prerequisites: None

**Credits** 2.00

## OLN7501: Cross Registration at Olin College

**Credits** 2.00

## OPS6110: Msel Ops

OPS6110 Operations Management

MSEL Course

1.5 Credits

In enterprises of any kind, managing operations effectively is essential to success. The course explores the role of operations in enabling a firm's strategy, affecting its business model, and in creating extensible systems to capture value for multiple stakeholder classes. Students will identify critical systems, design solutions, and apply problem solving practices in ways that could potentially reset competitive conventions or enable a new initiative or venture to overcome constraints posed by a nascent & uncertain operating environment.

**Credits** 1.50

## OPS7200: Technology and Operations Management

OPS7200 Technology & Operations Management

2 Credits

Technology & Operations Management (TOM) - This course introduces students to the fundamental components of a firm's operating systems, be it a mature enterprise or an early stage company. The course introduces the new methods and models to analyze, diagnose and improve operations activities for both manufacturing and service firms. We examine key issues for competitiveness including operations strategy, innovation, product and process design and development, global supply chain management, quality management, and sustainable operations. Developing a strong appreciation for the contribution of technology and operations to a company's market success is an essential element of effective decision-making for entrepreneurs and leaders of all types of organizations.

**Credits** 2.00

## QTM6110: Data Exploration (Quantitative Methods)

QTM6110 Data Exploration (Quantitative Methods)

MSEL Course

1.5 Credits

Data is valuable when it is used to make good decisions and avoid bad ones. We consider the value of data as a resource by studying how the variety of information available can be displayed, interpreted and communicated. Students will see the different approaches suggested by both traditional statistical methods and the recent advances in big data analytics. The course will emphasize the ways in which managers and entrepreneurs are both producers and consumers of data.

**Credits** 1.50

## QTM6300: Machine Learning for Business

QTM6300 Machine Learning for Business  
(Formerly Data Exploration and Analytics)  
3 Blended Credits

This course will examine the methods and challenges faced in turning data into insightful analytics in business. With data sizes significantly increasing in the last decade, extracting meaningful information to compete successfully is essential. You will accomplish this by learning techniques for data gathering, data analysis, and visualization as well as in discussion on companies currently trying to turn the information they gather into business opportunities. We will learn a variety of methods and software for finding patterns (such as regression, neural networks, association rules, CART, forecasting etc.), building models, and ultimately making decisions using large data sets. Guest speakers who are executives and consultants in the field of analytics and visualization will discuss how they address these challenges in their companies. This is a hands-on course with in-class exercises and group projects to help students learn and apply data analysis techniques preparing them for the practical challenges analysts face in the real world. We will address questions such as:

- How does Amazon recommend products based on your past purchases?
- How to forecast energy consumption based on historical weather and consumption data?
- How do credit-card companies detect fraud?
- What challenges does Big Data pose to companies and how to handle these challenges?

**Credits** 3.00

## QTM6600: Analytics for Decision Makers

QTM6600 Analytics for Decision-Makers  
1.5 Credits (MSAEL core)

Data exploration and data-driven decision making are integral in identifying and validating business opportunities. Depending on the nature of the problem and the institutional context, techniques ranging from classical statistical methods (descriptive and inferential statistics) to more recent advances in big data and tools (Excel, R, Tableau) might provide the greatest utility and deepest insights. In this course, we encounter selection of these techniques and develop our ability to formulate analytics problems in ambiguous contexts, quantify performance of various solutions, and articulate the key results of our analysis to a non-technical audience, including using visualization methods.

Prerequisites: MOB6600 and EPS6600  
**Credits** 1.50

## QTM7200: Data, Models and Decisions

QTM7200 Data, Models and Decisions

2 Credits

Data, Models and Decisions (DMD) - This course is concerned with identifying variation, measuring it, and managing it to make informed decisions. Topics include: numerical and graphical description of data, confidence intervals, hypothesis testing, regression, decision analysis, and simulation. Applications to Economics, Finance, Marketing, and Operations illustrate the use of these quantitative tools in applied contexts. The course utilizes spreadsheet, statistical, and simulation software.  
**Credits** 2.00

## QTM7515: Reinforce Learn&seq Dec Making Practice

QTM 7515: Reinforcement Learning and Sequential Decision Making in Practice

3 credits

This course is a practical hands-on introduction to analytical models for sequential decision making, which involves making a series of decisions over time with the goal of improving metrics of interest. Reinforcement Learning (RL) - a field of Artificial Intelligence (AI) that brought us Google DeepMind's AlphaGo and self-driving cars - is a focal area of the course. You will learn about classical RL concepts and techniques, such as bandit problems, Markov Decision Processes, dynamic programming, Monte Carlo methods, and temporal difference learning. However, the main overall objective of the course is to illustrate the interaction and use of numerous analytical techniques necessary to solve actual business problems from diverse areas like marketing, inventory management, supply chain management, healthcare operations, manufacturing, financial services, and humanitarian logistics. The course is set up as a guided journey through the lifecycle of several projects that the instructor has completed with actual organizations, increasing in complexity as the semester progresses. The open-source programming language Python and possibly other software tools will be utilized as needed during the course.

Note: This course is self contained. However, you will get more out of the course if you take it after taking at least one other modeling course at Babson (e.g., QTM7800, QTM7571/QTM6300, QTM9510, ECN7520/ECN6300/ECN63100). You do not need to have programming experience before taking the course.

(QTM 7800 for MBA students) or (QTM 6300 for MSBA students) Or (MSF Students)

**Credits** 3.00

## QTM7571: Machine Learning Methods for Bus

QTM7571 Introduction to Machine Learning Methods for Business

(Formerly Business Intelligence, Analytics & Visualization)

3 Credits

This course introduces machine learning methods for business intelligence. Given the ease of data collection and storage, extracting meaningful information from data has become an essential trait for competitiveness, for companies large and small. In this course, you will learn a variety of supervised and unsupervised machine learning methods that companies use to turn data into insights, such as linear regression, k-nearest neighbors, logistic regression, classification and regression trees, etc. You will get hands-on experience in data pre-processing, generating business predictions, and model performance evaluation. Your learnings will be in practical contexts with in-class exercises and projects.

The various methods covered in this course will be implemented using a programming language. No prior knowledge in programming is required.

Prerequisites: QTM 7200 OR QTM7800

**Credits** 3.00

## QTM7580: Independent Research

QTM7580 Independent Research

1.5-3 Credits

Independent research is available for all academic divisions. Registration is manual for students through Graduate Programs and Office of Graduate Academic Services.

Independent Research provides an opportunity to conduct in-depth research in areas of a student's own specific interest. Students may undertake Independent Research for academic credit with the approval of a student-selected faculty advisor, the appropriate division chair, and Graduate Academic Services. Please note that a student is responsible for recruiting a faculty advisor through the student's own initiative and obtain the advisor's prior consent/commitment before applying for an independent research project. The research project normally carries 1.5 or 3 credits.

For more information and a proposal outline please visit: <http://www.babson.edu/Academics/graduate/mba/Pages/independent-research.aspx>

**Credits** 3.00

## QTM7800: Business Analytics

QTM7800 Business Analytics

2 Credits (Core MBA)

If you have taken and passed QTM7200, you cannot register for QTM7800, as these two courses are equivalent

In the BA stream of the course, regression models are used to understand dependence relations and thereby improve the accuracy of predictive modeling. Sensitivity analyses are used to determine which factors drive our decisions, and, thus, determine which factors need to be carefully managed. In the OIM stream of the paired course, strategic tradeoffs are discussed to understand the operations and information models for a variety of settings (e.g., startups, nascent or established organizations) and thereby improve any model by utilizing resources (e.g., physical assets, people, data, digital technologies, markets) and processes for the flow of goods, people and information.

**Credits** 2.00

## QTM9510: Optimization Methods and Applications

QTM9510 Optimization Methods and Applications

3 Credits

This is a hands-on course in quantitative business modeling designed to give you a practical approach to the main techniques necessary to make better business decisions and provide business insights. Models discussed span different business disciplines including finance, operations, transportation and supply chain, marketing, and human resources. Throughout the course, our focus is going to be on the mathematical and spreadsheet modeling in optimization, and on best practices for developing and solving optimization models. Students will work on an entrepreneurial, experiential case study at the end of the course.

**Credits** 3.00

## QTM9515: Introduction to Data Science

QTM9515 Introduction to Data Science

(Formerly Introduction to Data Science and Business Analytics)

1.5 Intensive Elective Credits

This course is an introduction to data science – the science of iterative exploration of data that can be used to gain insights and optimize business processes. The course is set up as a journey through the data analytics lifecycle of a project based on an actual company and introduces predictive analytics techniques in the context of real-world applications from diverse business areas. A map of applications and an overview is provided for advanced methods for data visualization, logistic regression, decision tree learning methods, clustering, and association rules. The course utilizes the advanced visualization software Tableau, the free open-source statistical modeling language R, and various other tools like cloud computing to gain insights from data. The case studies include data sets from a variety of industries and companies, including financial planning startups, online retailers, telecommunications companies, and healthcare organizations.

Prerequisites: QTM7200 or QTM7800

**Credits** 1.50

## RES7580: Independent Research

XXX7580 Independent Research

\*\*\*\*\*Independent research is available for all academic divisions. Registration is manual for students through Graduate Programs and Student Affairs\*\*\*\*\*

Independent Research provides an opportunity to conduct in-depth research in areas of a student's own specific interest. Students may undertake Independent Research for academic credit with the approval of a student-selected faculty advisor, the appropriate division chair, and Graduate Programs and Student Affairs. Please note that a student is responsible for recruiting a faculty advisor through the student's own initiative and obtain the advisor's prior consent/commitment before applying for an independent research project.

Authorization for such a project requires submission of a formal proposal written in accordance with standards set forth by the Graduate School. The research project normally carries 1.5 or 3 credits.

For more information and a proposal outline please visit: <http://life.babson.edu/organization/GPSA>

**Credits** 3.00

## RSD7555: Risd Cross Listed for Ops7555

**Credits** 0.00

## SCN7500: Market Driven Sustainability Solutions

SCN 7500: Using the Science of System Thinking to Identify Market Driven Sustainability Solutions

3 Credits

The sustainability problems facing our society are extreme and wide-reaching - however, the pervasive nature of these problems result in ample business opportunities for the open-minded, knowledgeable, and creative leader. Sustainability-related issues are no longer an altruistic "tack on" to business strategy and development - but rather an integral component of current economic and business success.

This course will tackle the biggest sustainability challenges facing our global society through use of system thinking framework. Systems thinking provides a holistic way of examining the interconnected aspects of an issue, allowing the skills learned in this course to be highly transferable to a host of other challenges beyond sustainability related issues.

The course cover fundamentals of system thinking and then apply those tools to various sustainability problems. Much of the content will apply to climate change because this crisis is leading directly to new business opportunities, such as alternative energy markets, mineral supply shortages and the development of a battery recycling industry, altered global shipping routes due to opening of Arctic sea ice, burgeoning carbon credit markets to offset emissions, shifting consumer preferences, etc. Also, the far-reaching nature of climate change allows us to also touch on other related sustainability topics as they relate to business and the economy, such as water resource conservation and the circular economy, regenerative agriculture, global inequality, and the role of global geopolitics in solving sustainability problems.

Our focus will be solutions oriented. To do this we will learn to use a to draw causal loop diagrams, identify leverage points, and visualize the role of feedback loops and various policy initiatives in solving sustainability problems. Guest speakers from the private sector will provide additional context for application of these tools in the workplace. Supplemental readings will highlight how to translate knowledge into effective leadership in the workplace. We will practice making fact-based arguments through in-class debates about controversial

topics related to sustainability solutions (e.g., carbon tax, plastic bans, which countries are responsible for paying for climate damages). Team learning is an essential component of the course; multiple group projects will enable students to work together to apply the tools taught in this course to identify climate solutions.

Prerequisites: None

**Credits** 3.00

## STR6100: Strategy

MOB6100 Strategy

MSEL Course

3 Credits

The goal of this course is to develop knowledge and skills needed to understand and evaluate a firm's strategy as an analyst, recommend future strategic actions as a consultant, and manage the strategic direction of a firm as a manager. By the end of the course, students will: become familiar with the analytical tools used to perform dynamic industry analyses; discover how competitors' different competitive positionings respond to, and build on, industry structures; understand the nature of competitive dynamics in an industry; discover the link between competitive positioning, internal capabilities, and business model development; understand the specificities of competing in a variety of industries and countries simultaneously; and develop the ability to search for, identify, and research diverse strategic issues, challenges and opportunities, and to design and develop innovative solutions. An important part of the course is devoted to a real-life consulting project, in which students work as a team to develop a strategic recommendation for a partner firm.

**Credits** 3.00

## STR7500: Strategy Execution

STR7500 Strategy Execution

3 Credits

This course in Strategy Execution is designed to introduce students to the complexity, and challenges associated with implementing a developed strategy into both emerging and existing markets. There are three major objectives in the course.

1. The first is to help students articulate a philosophy designed to guide in successfully executing strategic initiatives. Here, you will explore the concepts of intended versus emergent strategy, the operating environment versus the executing environment and the various levers of power available to managers to utilize in the successful execution of business-level strategy.
2. The second objective is to explore both successful and unsuccessful firm-level strategy executions. Using the case method, we will explore the various levers of power available to managers analyzing and critiquing the outcomes of various firms' efforts to execute a business level strategic initiative.
3. The third objective is in two parts. The first part is to give students hands-on experience via an online simulation in strategy execution. Strategy execution is best learned by doing. The intent is to expose students to the complexities of strategy implementation where information is incomplete and unanticipated challenges to implementing a strategy emerge from unexpected sources. Students learn to prioritize, work within tight time schedules, learn to cope with limited resources, and respond to unexpected demands. The second part is to fully demonstrate your understanding of the complex relationships that characterize strategy execution during the final exam.

For more information: <http://www.kaltura.com/tiny/ownhj>

Prerequisites: MOB7202 or MOB7801 or STR7800

**Credits** 3.00

## STR7501: Moonshot Innov: strat Behind Leaps in Prog

STR7501: Moonshot Innovation: The Strategies Behind Giant Leaps in Progress

3 credits

This course will give Babson graduate students a deeper understanding of how a strategic approach to “moonshot” innovations can solve significant societal challenges. We will explore several historical examples, focusing on the original and emergent strategies and technologies, the characteristics of successful teams, and the role of strategic problem-solving. Today’s world faces seemingly insurmountable challenges: rapid climate change, and income inequality at the top of a growing list. Businesses have been faulted for contributing to these challenges but are also considered essential partners in finding solutions. Understanding the strategies that organizations and individuals can apply in solving today’s “moonshot” challenges requires us to deconstruct the strategic approaches of those who solved the seemingly insurmountable challenges of their day. This course will examine past moonshots to learn the strategies, innovations, and processes that enable teams to achieve what most thought impossible. We will also look at failed moonshot efforts and explore how businesses and entrepreneurs can avoid their fate as they apply their energy and efforts to address today’s challenges.

**Credits** 3.00

## STR7502: Strategy&economic Disruption in Iceland

STR 7502: Strategy and Economic Disruption in Iceland

3 credits

Iceland's economic and business systems have faced multiple disruptive events. In 2008, the nation allowed its entire banking system to fail amid the Great Recession. As elsewhere, the COVID-19 Pandemic forced many businesses to innovate and adapt rapidly, and the following resurgence and further growth of tourism and recreation are rapidly displacing traditional fishing and agricultural economies. The nation's unique geography also presents unique challenges against natural disasters while providing the opportunity of abundant green energy. Throughout these disruptions, business owners and entrepreneurs have remained ahead of the curve and continuously innovated and adapted to changing situations while leading the world in renewable energy and gender equity. This course involves an interdisciplinary approach toward understanding strategy, economics, and entrepreneurship amid disruption and what successful business leaders have done to continually adapt and find new opportunities in a rapidly and drastically changing environment. Students will attend orientation and debriefing sessions before and after a 10-day study tour to Reykjavik, where they will meet and learn from business leaders and entrepreneurs.

**Credits** 3.00

## STR7504: Mysteries, Puzzles and Imagination

STR7504 Mysteries, Puzzles, and Imagination  
3 Elective Credits

The course will help you learn how to think insightfully and become a skilled problem solver. Excelling in both is essential for success, no matter what your choice of career. Employers routinely rank critical thinking and problem solving as prized skills that are difficult to find in business school graduates. A rising number of companies now look for these skills using case interviews.

We will solve problems that are puzzles and mysteries, and we will slay problems that are wicked. Wicked problems are messy, multifaceted, lack sufficient information, and are difficult to solve. It is easy to get them wrong, especially under time pressure. Using various techniques and ways to think, we will learn to frame problems well to make sense of messy, ambiguous situations; identify needed evidence without wasting time on irrelevant information, draw upon different business disciplines but not be limited by any, find the story in numbers, use judgment, be original, and so much more.

The course has a workshop format to emphasize in-class exercises and practice. We will minimize the use of conventional cases (14 pages of text and many more with exhibits). Instead, to simulate case interviews and workplace realities, we will use cryptic cases and live cases.

Few business schools teach problem solving rigorously. Acquiring this skill will differentiate you in the job market, prepare you for doing well in case interviews, and position you for success in your career of choice.

Prerequisites: None

**Credits** 3.00

## STR7508: International Consulting Experience

MFE 7508: International Consulting Experience

3 Credits

Learn and apply the skills, knowledge and attitudes necessary to become a successful consultant in a global context. In mixed small teams of undergraduate and graduate students, experience what it is like to work directly with an international startup company, at the decision maker level. Make an impact providing strategic advice, working on global environmental, social, and economic challenges. Receive guidance from the faculty advisor while learning about the local culture, economy, and historical & current business trends that impact your client's business. Conduct and analyze primary and secondary research and present your findings and recommendations to the client. Each project is unique and influenced by the current business climate.

Application Required through Glavin Office

**Credits** 3.00

## STR7509: Decisions

STR7509 Decisions, Decisions, Decisions - How Managers Make Good and Bad Choices  
3 Credits

MBA students are exposed to a wide variety of concepts and tools which should enable them to make intelligent decisions. However, the decision-making performance of corporate managers, most of them trained in these concepts and tools, is very uneven.

This course will seek to enable a student to understand some key factors that can influence the quality of decision making. Using case examples from both business and government, the course will build on a basic understanding of analysis and decision making to expose participants to the circumstances that can limit the effectiveness of the techniques they have learned and help them understand the challenges they will face as members of leadership teams making complex choices throughout their careers. Students will also learn about the factors involved in providing information for decision-making, and the roles that information technology plays in decision situations.

At the conclusion of the course, students will have an appreciation for the factors they will encounter in leadership roles and the methods they can employ to ensure that they contribute to the making of good decisions. Their exposure to the broad topics presented should also acquaint them with areas which may draw their interest for more intensive study in specific academic disciplines.

Prerequisites: None  
**Credits** 3.00

## STR7513: Management Consulting

STR7513 Management Consulting  
3 Credits

Elite armies of management consultants are at work advising companies ranging from the Fortune 500 to mid-sized Private Equity portfolio companies across all industries (and government) addressing such topics as market attractiveness, mergers & acquisitions, business strategy, operating and cost efficiencies, information/data management, human performance, and development/coaching of leadership. The over 700,000 firms (globally) that comprise this \$250 Billion industry, employing the best students from leading business schools, use proprietary methodologies and tools to deliver real shareholder value to their clients. The objective of this course is to introduce to those students who seek to compete and prosper by addressing exigent business issues—that cannot be solved by leading firms without assistance from credentialed consultants—the skills necessary to be successful in the management consulting industry. This will be accomplished by reviewing the content and process frameworks and methodologies used by leading consulting firms, inculcating the perspective of the client when addressing challenging business issues, and helping students consider some of the career and lifestyle issues inherent in a consulting career. Topics will be introduced in facilitated discussions, in-class exercises, cases, and some selected pre-readings. In addition, there will be a group project—using client materials from a real company with which I was involved prior to coming to Babson—that will replicate a “typical” consulting project.

For more information click this link: [www.kaltura.com/tiny/tjdwy](http://www.kaltura.com/tiny/tjdwy)

Co-requisites: MOB7202 or MOB7801  
**Credits** 3.00

## STR7531: Strategy & the CEO

STR7531 Strategy & the CEO  
3 Elective Credits

Today's CEOs are viewed either as visionaries and corporate wizards, or liabilities and dead weight leading their organizations to stagnation or ruin. Society and investors increasingly look to the CEO as responsible for a company's strategy and its overall performance. How should CEOs approach their jobs? What are the things only the CEO can do? What are the characteristics of a good CEO?

By examining the role of the CEO, this course aims to deepen our understanding of strategy and leadership. We will bring the CEO perspective into the classroom – through regular guest CEOs, videos and case discussions – and outside of class through live interaction with the leader of your own organization or another of your choosing. Hear directly from CEOs how they think about strategy, what is different about their current role from previous functional leadership positions, and what they have struggled with or been surprised by in the job. Think through the intersection of strategy and leadership through case-based discussions and a simulation in which you play the role of CEO.

At the end of the course, students will have a deeper, more hands-on view of strategy and organizational leadership. Students will learn how taking a "CEO perspective" can improve decision-making, problem solving and one's leadership profile at any level of an organization.

For more information: <http://www.kaltura.com/tiny/x4wey>

Prerequisites: None (strongly recommended to take Strategy (MOB7801 or STR 7800) first)

**Credits** 3.00

## STR7552: Leading Business Turnarounds

STR7552 Leading Business Turnarounds

(Formerly MOB7552)

3 Credits

**\*\*Students who took this as MOB7552 cannot register for this course.\*\***

How (and why) does one catch a falling knife? The Leading Business Turnarounds course will address the strategic, financial, operational and organizational issues confronting senior executives managing a turnaround situation. It is intended to: impart the practical knowledge needed to assess the business and financial severity of a turnaround candidate; develop an action plan to address the immediate crisis conditions facing the organization; define how to evaluate and build the necessary management team to implement the mid-term stabilization plan; define the exit strategy options (sale, bankruptcy, shutdown, or revitalization) to be pursued; and create a communication plan for the critical stakeholders affected by corporate distress. Turnaround leadership styles and actions will be investigated. Students will develop familiarity with the management and organizational assessment tools used in turnaround situations. They also will understand the financial and managerial actions necessary for developing and implementing sound turnaround strategies. Importantly, organizational implications of these plans will be probed and discussed, with focus given on how people are affected by management's actions. Finally, students will learn situational turnaround leadership techniques for use in different turnaround situations.

For more information: <http://www.kaltura.com/tiny/ntrbi>

Prerequisites: FIN7200 or FIN7800 and MOB7202 or MOB7801 or STR 7800

**Credits** 3.00

## STR7559: Global Strategic Management

STR7559 Global Strategic Management  
3 Credits

This course is the only required course for those who seek a Global Management Concentration (Requirement A). The course aims at understanding the development and implementation of broad global strategies by businesses. The course expands students' strategic thinking and combines it with a global perspective. The strategic elements include business systems analysis, competitive strategies, key success factors, and strategic imperatives. We will look at a number of issues relevant to international business such as global opportunity analysis, market(s) selection, assessing international competitors, selecting generic or complex global strategies, geographic priority setting, resource allocation across geographies and products, global functional strategies, and organizational implications. Students learn to develop global strategies, paying attention to their implementation through organizational innovations such as fostering a global mindset within the organization and using global strategic alliances. Teaching is discussion driven and involves case analysis.

For more information: <http://www.kaltura.com/tiny/vvvyo>

Prerequisites: MOB 7202 or MOB 7801 or STR 7800  
**Credits** 3.00

## STR7580: Independent Research

STR7580 Independent Research

1.5-3 Credits

Independent research is available for all academic divisions. Registration is manual for students through Graduate Programs and Office of Graduate Academic Services.

Independent Research provides an opportunity to conduct in-depth research in areas of a student's own specific interest. Students may undertake Independent Research for academic credit with the approval of a student-selected faculty advisor, the appropriate division chair, and Graduate Academic Services. Please note that a student is responsible for recruiting a faculty advisor through the student's own initiative and obtain the advisor's prior consent/commitment before applying for an independent research project. The research project normally carries 1.5 or 3 credits.

For more information and a proposal outline please visit: <http://www.babson.edu/Academics/graduate/mba/Pages/independent-research.aspx>

**Credits** 3.00

## STR7800: Strategy

STR7800 Strategy

2 Credits (Core MBA)

If you have taken and passed MOB7202/MOB7801, you cannot register for STR7800 as these courses are equivalent

This integrative course focuses on strategic and competitive analysis to enable entrepreneurial action. How can we identify the main strategic issues facing our company? How should we position our business strategically to compete effectively? What sources of competitive advantage can we create, exploit and sustain? What capabilities do we need to launch the business, grow the business, and adapt successfully to changes in the environment? Students will need to demonstrate that they can write coherently about strategic developments and options.

**Credits** 2.00

## TAX7580: Independent Research

TAX7580 Independent Research

1.5 Credits

**Credits** 1.50