

THE UBALT MBA

FUELED BY PURPOSE



UNIVERSITY OF
BALTIMORE

Merrick School of Business

WE'VE GOT YOU COVERED.

The University of Baltimore's MBA students are accelerating their experiences as leaders and world-changers. By joining their ranks, you'll prioritize your professional development, career advancement and career-change aspirations to move forward in your life. Many of you are working professionals, and your day-to-day experiences bring an especially rich dynamic and depth to our MBA classrooms.

FUELED BY PURPOSE

While focused on your future, you're also dedicated to making an impact. We provide you with virtually unlimited opportunities to be seamlessly integrated into the vibrant city of Baltimore and beyond—allowing you to contribute to business practices, policy and development in the ways that are most important to you.

DIFFERENT BY DESIGN

You're also juggling real-life priorities along with your career and studies. That's why we meet you where you are, with flexible class times and modality. You can choose to combine on-campus and online classes, take advantage of multiple session start times year-round and take courses in the order that best fits your particular situation. **We're the only AACSB International-accredited MBA program in the Baltimore region that offers all of these options.**

YOU KNOW OUR NETWORK

You're joining a team of trailblazing students and graduates who form the backbone of the Baltimore business community. They are leveraging their education and experience as entrepreneurs, business owners and leaders in industries that include finance, health care and technology. And they are also paving the way for you to maximize your talents and achieve your goals.

APPLIED KNOWLEDGE GETS RESULTS

Our tradition of providing you with real-world business knowledge and acumen means that you'll be using what you learn in your MBA classes long before you graduate. Our professors—leaders in a wide variety of industries—facilitate a combination of theory and practice that helps you develop essential managerial, critical-thinking and problem-solving skills.

RESOURCES THAT MAKE A DIFFERENCE

Your MBA experience is enriched by business-focused resources such as the Center for Entrepreneurship and Innovation, which offers support and assistance to students interested in building or growing an enterprise. Another unparalleled resource is our Jacob France Institute, a hub for statistical information and research about the interaction of business, labor and government.

Our program also offers scholarships and graduate assistantships. For further information, contact the Office of Admission at 410.837.6565 or gradadmission@ubalt.edu or visit ubalt.edu/gradadmission.

GET READY TO MOVE FORWARD IN YOUR CAREER.

When we designed our MBA program, we took a holistic approach that combined the real-world expertise of our faculty, students, alumni and Baltimore's regional employers to create a program that addresses contemporary workforce themes.

Our six program themes are interconnected and encompass every course in our MBA curriculum. This approach offers an experience that reflects the synergy of business knowledge—and prepares you to take on the challenges of the evolving global business community.

OUR MBA THEMES

1. [Managing Innovation and Strategy](#)
2. [Interfacing with External Stakeholders](#)
3. [Managing the Value Chain](#)
4. [Managing Performance and Risk](#)
5. [Leveraging Technology and Business Intelligence](#)
6. [Leading and Managing People](#)

LET'S PARTNER ON YOUR
NEXT CAREER MOVE.

MANAGING INNOVATION AND STRATEGY

Innovation is about trusting the creative process and allowing things to evolve. But after discovering a novel way to solve a problem or develop a new tool comes the execution—and that requires a plan. We explore the synergy of idea development, goal setting and strategizing that results in a final product as well as approaches to managing those processes along with a broader organizational vision.

“As I’ve worked to turn my passion for vintage watches into a viable business, I’ve had to develop strategies for manufacturing, distribution and growing my company. Eventually I plan to establish both a production and retail presence in Baltimore. My MBA program is giving me great information and ideas about best business practices. But I’m also learning about being an entrepreneur, about creating innovative opportunities and being willing to take a leap.”

—ALAN TSAO
B.S. '11, MBA STUDENT



TSAO is the founder and owner of the Tsao Baltimore luxury watch company. Tsao’s vision is to have his watches be signature products identified with Baltimore, reflecting the city’s sensibility of tradition with a modern twist. His future plans include introducing a new divers watch and debuting a line of watches designed for women.

**36- TO 48-CREDIT
MBA PROGRAM**
WITH 11 SPECIALIZATIONS

INTERFACING WITH EXTERNAL STAKEHOLDERS

As social and political situations change worldwide, global markets are becoming increasingly complex. Yet we're more interconnected with business partners and stakeholders than ever. Understanding and examining the market forces, public policy and regulatory issues that impact our organizational relationships helps us assess performance and evaluate where we fit in the bigger picture.

"As I've advanced in my pharmacy career, I'm developing new interests and shifting my focus. The issues and decision-making are on a different level, and so is the knowledge I need. My MBA training allows me to interact more effectively with our stakeholders and to give them the resources and support that move our operation forward."

—JULIA WEST

PHARM.D., RPH, MBA STUDENT



WEST is the assistant director of pharmacy at Greater Baltimore Medical Center. A board-certified pharmacotherapy specialist, she says her MBA studies offer her a unique combination of support, knowledge and relevance to her career that has allowed her to grow from her very first class. She plans to use her degree as a catalyst to expand her practice in her field locally and internationally.

82%
of our students
are working while
pursuing their MBA.

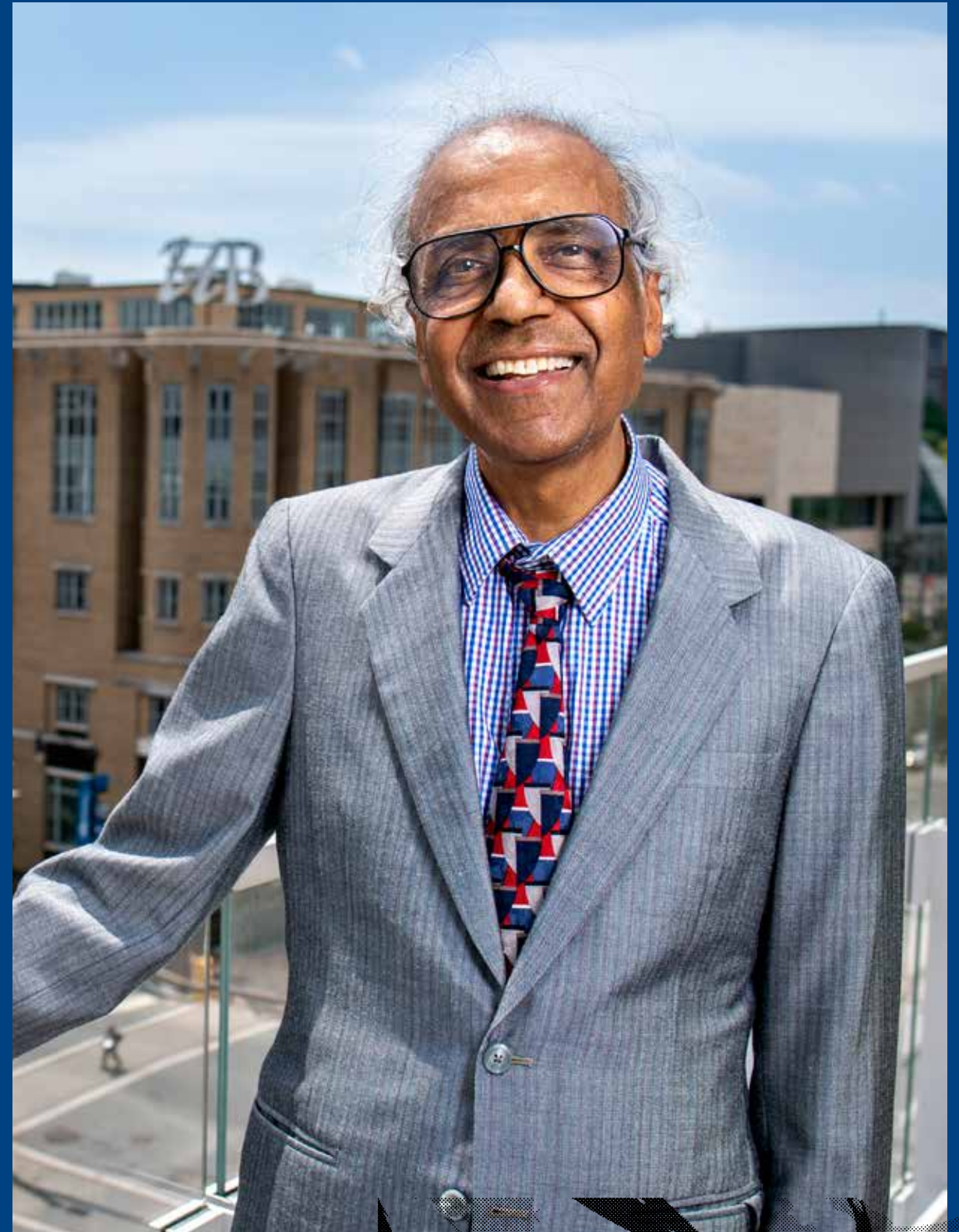
MANAGING THE VALUE CHAIN

A business model can give you a flexible road map. But how you execute that plan can be transformational. We focus on a range of approaches of integrating the foundational systems and processes in organizations, such as planning and design, production and operations, and supply chains. And we emphasize strategic goal-setting at every step.



“Our professors are nationally recognized for their scholarship as well as for their leadership positions at a wide variety of organizations. As a team, we give our MBA students comprehensive knowledge to apply to the challenges they will face in the future. Good business training is always adaptable, and our students are equipped with skills that will be useful for the rest of their lives.”

—**KALYAN SINGHAL**
PROFESSOR



A professor of operations management and our Doris and Robert McCurdy Chair, SINGHAL is also the founder and editor of the *Production and Operations Management Journal*, now listed among *BusinessWeek's* 20 Premier Journals and the *Financial Times's* 50 Premier Journals. He founded the Production and Operations Management Society, a global organization of scholars in innovation, operations and supply-chain management. In 2020, he and other scholars launched a new journal titled *Management and Business Review*—a journal that rivals *Harvard Business Review*.

594

thought-leadership pieces that our faculty published in the last five years

MANAGING PERFORMANCE AND RISK

Balancing organizational risks with business results is an ongoing challenge. We examine ideas around strategically assessing, monitoring and managing financial and operating performance over time—learning how to anticipate and deal with the unpredictable while continually pursuing and achieving organizational goals.

“I was interested in an MBA for professional development, but I didn’t expect it to be so immediately applicable. Mitigating the risks of working with third-party suppliers, meeting the demands of consumers while keeping information secure—these are challenges I face every day, and my classes gave me the resources to better deal with them. I especially valued the online learning option—it was truly like having a classroom in my home.”

—TRINA DuBOSE
MBA '20



1999
WE LAUNCHED THE
WORLD'S FIRST-EVER
AACSB INTERNATIONAL-
ACCREDITED FULLY
ONLINE MBA PROGRAM.

DuBOSE is a director of private banking operations at the financial services firm Morgan Stanley. Her background in retail banking and finance has given her insight into the impact of third-party relationships as well as related opportunities and challenges. DuBose is pursuing a concentration in global management and exploring the intention of launching a global entrepreneurial venture after graduation.

LEVERAGING TECHNOLOGY AND BUSINESS INTELLIGENCE

Technology and big data have transformed the business environment—offering key insight into customers and employees, helping companies make strategic decisions and providing opportunities for growth and innovation. Capitalizing on this new knowledge is vital for business success.

“Like all industries, ours is continually being disrupted. We’ve necessarily embraced emerging technology and the sophisticated data sets and analytical tools they provide. It’s easy to test and learn in the digital world compared to the physical, and that allows us to create a highly personalized experience for our customers. For marketing and e-commerce, harnessing these agile processes is a business imperative.”

—PAUL FIPPS
B.S. '97, MBA '01



5,889
MBA ALUMNI STRONG —
68 PERCENT OF WHOM
ARE LIVING AND WORKING
IN MARYLAND

FIPPS is senior vice president of customer and partner excellence at ServiceNow. He is the former chief experience officer at athletic performance-wear giant Under Armour. He has maintained a philosophy of always choosing the most challenging next career move. This has led him to leadership roles in the military, information technology, operations and digital commerce. Fipps says he still uses the foundational business knowledge he learned in his MBA program every day.

LEADING AND MANAGING PEOPLE

People are the cornerstone of an organization's success. We help you develop the knowledge and emotional intelligence to motivate and work effectively with an array of individuals. As you identify and develop your skills as a leader, you'll also learn about yourself—and in the process, you'll inspire others to come along with you.

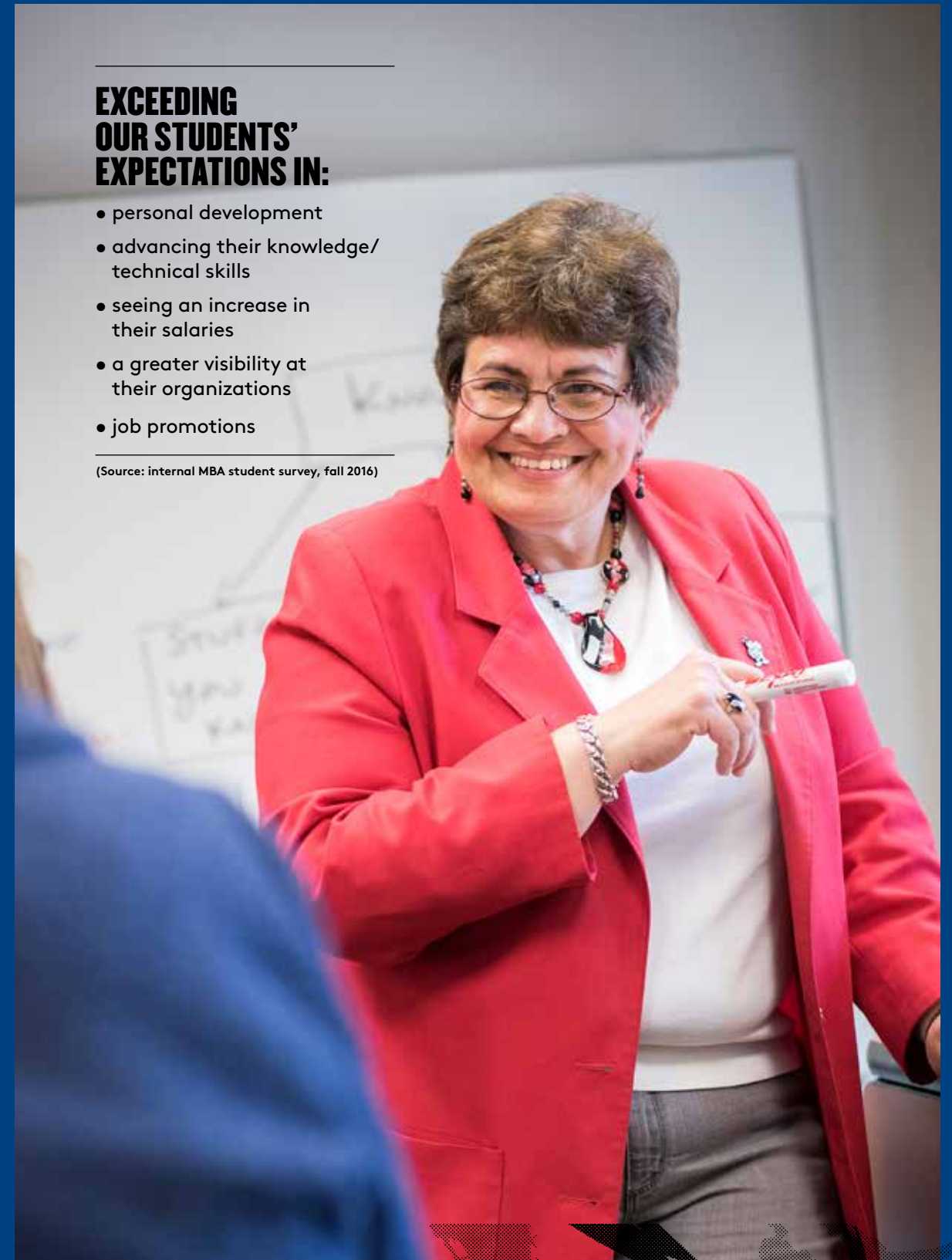
“As a former manager and management professor, I understand that many factors contribute to a healthy and productive work environment. We want our students to understand these elements and proactively consider how they can best utilize them. By encouraging a classroom where we're all willing to collaborate to achieve the best final product, we're helping high performers develop in ways that will assist them in their careers.”

—LISA STICKNEY
PROFESSOR

EXCEEDING OUR STUDENTS' EXPECTATIONS IN:

- personal development
- advancing their knowledge/technical skills
- seeing an increase in their salaries
- a greater visibility at their organizations
- job promotions

(Source: internal MBA student survey, fall 2016)



STICKNEY teaches Management and Organizational Behavior, Human Resource Management and Leadership to undergraduate and MBA students. Her research reflects her keen interest in synthesizing and modeling data for interesting and sometimes provocative scholarly works. Stickney is active as a reviewer and editor for a number of professional journals and was named the Management and Organizational Behavior Teaching Society's Mid-Career Distinguished Educator for 2018.

SPECIALIZATIONS

What new knowledge would help you tackle your next career challenge?
Are you focused on finance, health care and pharmaceuticals, technology, manufacturing, public service or some other area?

Our MBA specializations offer a variety of options for you to tap into new talents and abilities, meet your professional goals and navigate the ongoing demands of the modern workforce.

CUSTOMIZED

Build your own program by choosing from most 600-level MBA courses or any 700-level MBA course as part of your elective requirements. Starting a new business? Maybe you'll choose to combine entrepreneurship, finance and human resource management courses. Or are you in the marketing industry but want to transition to a position involving technology? You might decide to take a combination of marketing and information systems electives.

CYBERSECURITY AND ORGANIZATIONAL RESILIENCE

Sharing information has never been easier. But increased access to sensitive data also exposes organizations to never-before-seen levels of risk. You'll explore management issues that are particularly relevant to protecting and utilizing secure information and to fostering organizational resilience.

DATA ANALYTICS

The forecasting abilities of predictive analytics are essential for business decision-making. In this concentration, you'll learn about sophisticated data types and how professionals use and evaluate them in high-level problem-solving.

DIGITAL BUSINESS

Emerging technologies and big data are drivers of innovation. You'll gain a greater understanding of how the business world is evolving from the opportunities presented by data-driven strategies.

ENTREPRENEURSHIP AND INNOVATION

This specialization gives you the tools to transform your vision into a viable venture, from creative idea generation to execution. You'll explore feasibility analysis, marketing, financing and intellectual property.

FINANCE

Financial success is non-negotiable for thriving organizations. In this specialization, you'll learn about the management of cash flow and assets, business investments, and the general structure and function of financial institutions and markets.

GLOBAL MANAGEMENT

Leaders and managers who are well-versed in international business practices are increasingly in demand in our interconnected economy. You'll become familiar with core concepts around global finance, global marketing management, cross-cultural leadership and business strategy.

HEALTH CARE MANAGEMENT

Interested in influencing the way health care is delivered and implemented? You might benefit from this specialization, which covers topics including changes in health care regulations, compliance and risk management, public health and operations management.

LEADERSHIP AND MANAGEMENT DEVELOPMENT

This specialization focuses on the cross-functional business skills that allow you to adapt to changing circumstances and technological innovation. You'll broaden your perspective on leadership, management and professional development with an emphasis on theory, essential skills, organizational forms and transformation.

MARKETING

Having marketing expertise gives you insight into every industry. And with the current emphasis on personalized experiences for consumers, it's essential to understand the strategies associated with creating customer engagement. You'll address topics including market analysis, marketing communications and digital media.

PUBLIC-SECTOR MANAGEMENT

Offered in partnership with the University of Baltimore College of Public Affairs, this specialization focuses on using knowledge of public policy and business to make better management decisions in the public sector.

DUAL-DEGREE OPTIONS

These programs allow you to earn two professional degrees concurrently.

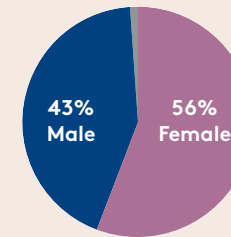
- The **J.D./MBA** option is offered through the University of Baltimore School of Law and the University of Maryland Francis King Carey School of Law. Increasing numbers of enterprises are benefitting from lawyers who effectively navigate and interact within the legal, business and financial sectors. This combined program allows you to integrate graduate business courses and law courses over a three- to four-year period.
- The **MBA/M.S. in Nursing** degree program is offered in conjunction with the University of Maryland School of Nursing. If your interests involve business and nursing administration, consider this 66-credit curriculum, which can be completed in two years of full-time study.
- The **MBA/Pharm.D.** degree option is offered in conjunction with the University of Maryland School of Pharmacy. This program provides skills in management and entrepreneurship designed to be relevant to your pharmaceutical career, and the training is applicable in a wide range of health care settings.

ENROLLMENT DATA (ALL DATA AS OF FALL 2019)

STUDENT COUNT: **409**

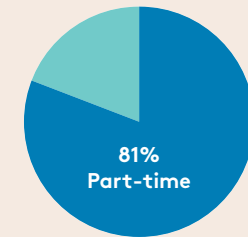
GENDER

WE HAVE ACHIEVED THE GENDER BALANCE THAT OTHER BUSINESS SCHOOLS STRIVE FOR.



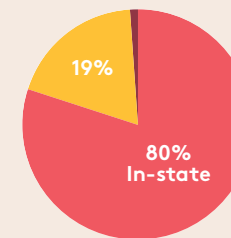
Some students chose not to identify as either gender.

ACADEMIC LOAD



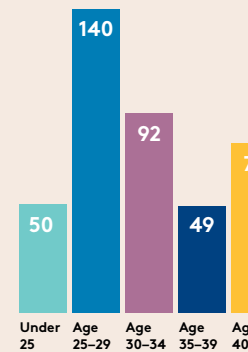
81% of our MBA students are part-time students and a majority of those are working full time.

RESIDENCY

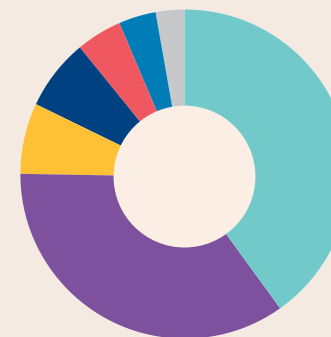


- In-state = 80%
- Out-of-state = 19%
- Regional residency (DE, PA, VA) = 1%

AGE



ETHNICITY



- White 164
- Black/African American 144
- International 29
- Asian 28
- Multiple 19
- Hispanic/Latino 14
- Other 11

When you join our MBA family, you're becoming part of our rich history, our supportive and engaged community, and our commitment to the ever-evolving potential of our students and our city.

A TRADITION OF SUCCESS

The University of Baltimore first opened its doors in 1925, providing opportunities for higher education and advancement to Baltimore's working men and women. Almost 100 years later, we're still an anchor institution for working professionals. And our generations of graduates represent the best our city has to offer, applying the expertise, determination and resilience they've learned to their every endeavor.

As an MBA student choosing to equip yourself with the skills you need to thrive, you'll become a member of this cadre of leaders who are achieving everyday success, tackling tough problems and making a difference.

A ROBUST COMMUNITY

As you consider your options moving forward, you'll have access to relationships and connections that can pave the way. More than 68 percent of our 60,000+ alumni live in Maryland, working for thriving local companies as well as branches of national and international organizations. Think Apple, Big Huge Games, the FBI, the Kennedy Krieger Institute, the Smithsonian and the Walters Art Museum.

During your studies here, you'll also have easy access to opportunities for research, internships and work with governments, nonprofits and innovative public- and private-sector businesses, including T. Rowe Price, Pandora and Under Armour.

A CAREER FOCUS, FOR LIFE

As a member of our MBA family, you'll be able to count on wrap-around support that fosters success. Our Career and Internship Center is available during and after your studies to help advance your career in whatever direction you choose. Both current students and alumni can access this valuable resource, which offers programs and services that include one-on-one career coaching, workshops, campus recruiting and other career-building activities.

A VIBRANT CITY ATMOSPHERE

Our city is constantly growing and changing in the very best ways, and you can take advantage of the many opportunities it provides. Census data shows that Baltimore has increased its population of educated millennials by more than half since 2000. This shift contributes to the dynamic, exciting atmosphere of creativity and innovation in our business community, and also in cultural offerings that include an eclectic mix of theaters, sporting events, historical attractions, museums and restaurants.

ONLY THE BEST

Baltimore continues to have a place on several "best of" lists, including Best Places for Business and Careers (*Forbes*), 25 Best Cities for Job-seekers (Glassdoor) and Best American Cities for Creatives (Thrillist). And, of course, our location provides easy access to Washington, D.C.; Philadelphia; New York; and other East Coast destinations.

The University of Baltimore is committed to providing a working and learning environment free from all types of discrimination prohibited by State and Federal laws. For additional information about our nondiscrimination policies nondiscrimination policies, visit www.ubalt.edu/titleix.

ARE YOU READY TO GET STARTED?

We know choosing a business school is an important decision. That's why our team is ready to guide you through the process.

APPLY FOR THE MBA PROGRAM ONLINE.

Get the process started by applying online. You can pay the \$50 application fee using your credit card or bank account.

REQUEST YOUR TRANSCRIPTS.

Request copies of your official transcripts as soon as possible, as they can take time to print, prepare and mail. Please provide official transcripts from all institutions you attended and send to the Office of Admission.

Note: If you attended a non-U.S. institution, you must provide the official transcript and a transcript evaluation with a course-by-course analysis conducted by a transcript evaluation service such as World Education Services.

ASK FOR ONE LETTER OF RECOMMENDATION.

A letter of recommendation can come from a supervisor or professor and should include the following:

- details of your work history
- thoughts on your competence as an employee
- an explanation of why they think you'd be a successful MBA candidate.

Please ask any recommenders to mail, email or fax letters to the Office of Admission (contact information below).

PREPARE AND SUBMIT YOUR RESUME.

Please mail, email or fax your resume to the Office of Admission (contact information below).

WRITE YOUR PERSONAL STATEMENT.

Your personal statement is important, so take your time writing it. Please share with us:

- why you are pursuing a degree and how it relates to your short- and long-term goals
- why you will be a successful candidate.

Please keep the statement to one page and submit it along with your online application.

GMAT OPTIONAL

The MBA has a GMAT test optional policy for admission. We look closely at your past academic performance and quality of work experience when considering admission. However a high-performing GMAT score, in addition to your overall application, may be used in scholarship consideration. All qualified students are considered for available scholarships. Talk to your admission counselor to learn more.

MAIL, EMAIL OR FAX ALL MATERIALS TO:

The University of Baltimore MBA
Office of Admission

1420 N. Charles St.
Baltimore, MD 21201

TIP: Apply early. If you're admitted to the program, you can register for classes sooner, increasing your chances of getting the classes you want.

TIP: It's easiest to have the institution send your transcript directly to us at the address listed below. However, if a transcript must first be mailed to you and then forwarded to us, make sure you do not break the seal on the envelope upon receipt.

TIP: Give the individual who is writing your letter of recommendation at least two weeks—but preferably a month—to complete the task. This allows them to take their time and craft an excellent letter.

TIP: Make sure your essay is well written and exhibits a high level of academic and professional competency. Again, don't forget to proof-read for grammatical and spelling errors.

TIP: You can take the GMAT test only once every 30 days.

documents@ubalt.edu
fax: 410.837.4774
phone: 410.837.6565

THE UBALT MBA

DIFFERENT BY DESIGN

HOLISTIC | INTEGRATED | COMPREHENSIVE

FLEXIBLE | ON CAMPUS | ONLINE | FULL TIME | PART TIME



**UNIVERSITY OF
BALTIMORE**

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www.ubalt.edu/MBA

