

# FUELED BY PURPOSE

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THE UBALT MBA



UNIVERSITY OF  
**BALTIMORE**

Merrick School of Business



# 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. [Leveraging Technology and Business Intelligence](#)
4. [Managing the Value Chain](#)
5. [Managing Performance and Risk](#)
6. [Leading and Managing People](#)

**LET'S PARTNER ON YOUR  
NEXT CAREER MOVE.**

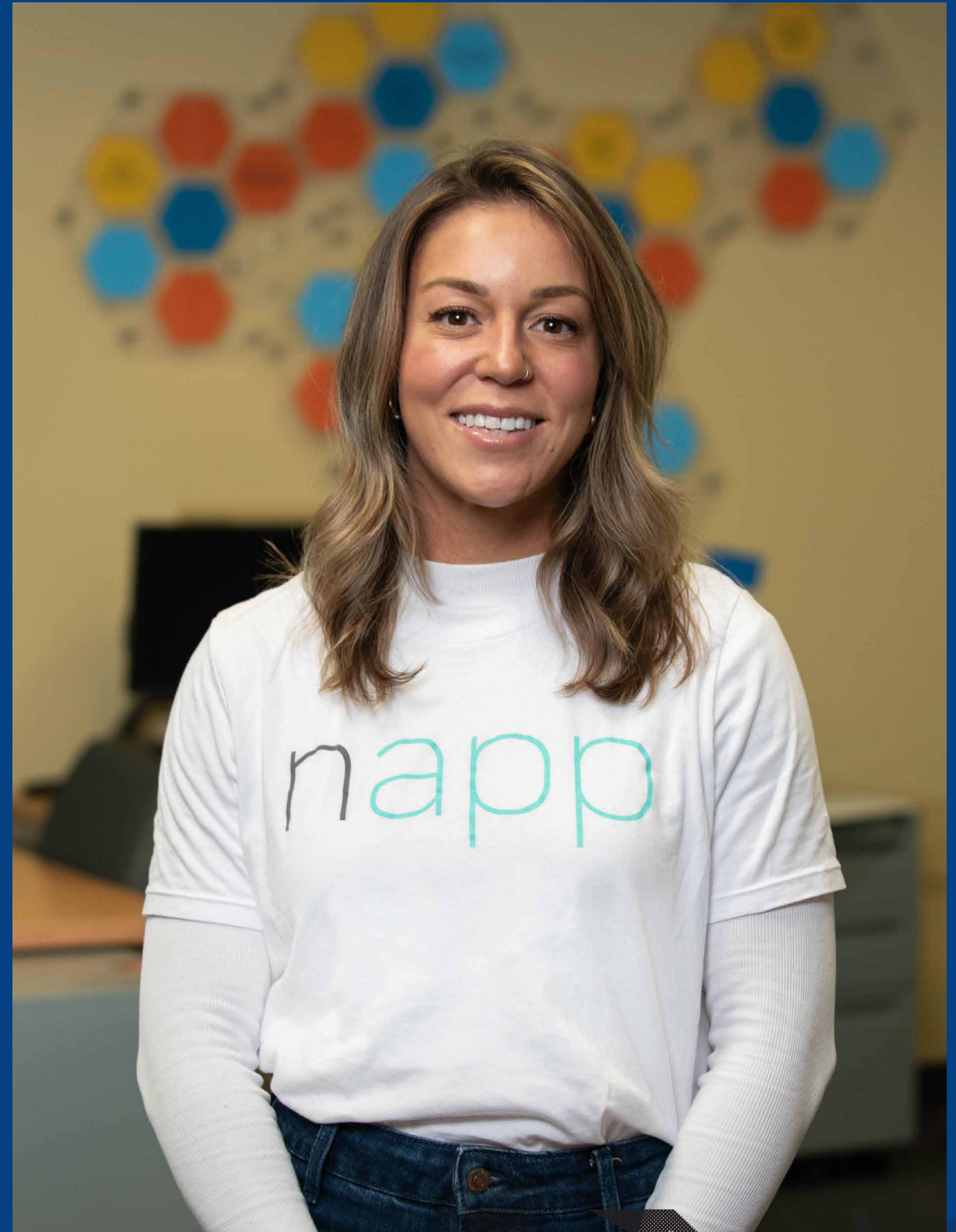
# MANAGING INNOVATION AND STRATEGY

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.

“To scale my startup, I knew I needed some more formal experience and education. Upon starting my journey at The University of Baltimore, I was quickly introduced to many different professors who helped shape my experience. Specifically, the leadership and finance classes were very beneficial for me. With what I learned, I was able to go back and rework our model in ways that helped us to earn more money and have better potential.”

—CLAIRE CIANOS

MBA '24



CLAIRE CIANOS is the co-founder of Napp, an app designed to help families find on-demand childcare. She was looking for an opportunity that fit her entrepreneurial spirit after earning her bachelor's degree and the app became a way to link her expertise and passion. Navigating Napp's growth, she enrolled in UBalt's MBA program and found academic support she could pour into her business strategy. The overall experience, which included time as a peer tutor and a global field study course in Switzerland, inspired her to pursue a doctorate focusing on the psychology of business.



CLAIRE'S STORY



# 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.

“The diversity of our faculty of the Merrick School of Business is an asset to our students. It allows for our faculty to provide a worldwide view of business that is relevant and allows for and allows for an education that helps education that helps students not only build practical skills but provides opportunities for critical reasoning and problem solving. All these techniques help equip our students for the next role in their professional careers.”

—**PRANEET RANDHAWA**  
ASSOCIATE PROFESSOR



**PRANEET RANDHAWA** is an associate professor and J. William Middendorf Distinguished Professor for The University of Baltimore's Merrick School of Business. She holds a Ph.D. in business administration and a master's in hospitality business from Michigan State University. Her research centers on understanding customer and managerial issues in services marketing, innovation and new product development. She teaches marketing strategy and management, and consumer behavior courses.



**PRANEET'S STORY**

# 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.

“I’ve been able to be promoted three times since I started my MBA journey. It may have taken four years, but I was able to get everything out of it. It has really expanded my horizons in the way I can contribute to the company, and I could finish the program at a pace that worked for my family and me. It allowed me to be the coach, the father and the husband that I love to be.”

—**ROBERT MYERS**

MBA '23



**ROBERT MYERS** is director of strategy and planning program management for a cybersecurity company in San Francisco. He decided to pursue an MBA at UBalt to maximize his potential and grow into an executive leadership role. During his academic tenure, he found himself regularly applying what he learned in class into his full-time job. While at UBalt, he gained a new perspective of international business during a global field study course in Thailand and won an “Aspiring Business Ventures” award in a business pitch competition for his switchboard pedal management system tool.



**ROBERT'S STORY**



# 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.

“Being in the retail industry, I deal with a lot of uncertainty, particularly with supply chain changes and weather disasters. So, I have to be adaptable and that’s a character trait that I developed in the MBA program. I was a full-time teacher and full-time graduate student. I knew when I first enrolled in the program at UBalt that I wanted to finish in exactly two years, and I did just that. I proved to myself that I’m able to work under pressure and can adapt no matter what is going on, whether in my life or around the world. I’m very proud of myself for that.”

**—CHELSEY EGGLESTON**  
MBA '21



**CHELSEY EGGLESTON** is a location planning analyst at Burlington, a large off-price retailer. After earning her bachelor’s degree in fashion merchandising and working in the retail industry for 10 years, she decided an MBA would be her best move to move into corporate retail. She taught middle school math during the day and took MBA classes at night until she graduated in 2021. The knowledge she gained from her data analytics, operations management and leadership courses serve her daily in her company’s planning department where she must analyze data of sales items per region to build plans to support future season’s product demands.



**CHELSEY’S STORY**

# 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.

“It’s really important for my students to appreciate the human side of management. I teach a number of important concepts and theories that help them to understand people, which will help to minimize risks and negative outcomes in the workplace. One thing that sets my courses apart at the Merrick School of Business from other business schools is a focus on empathy for other people, which will be an important competency both in the workplace and for society going into the future.”

—KEVIN WYNNE  
ASSOCIATE PROFESSOR



KEVIN WYNNE is an associate professor of management in the Merrick School of Business. He teaches courses on organizational behavior, leadership and human relations, and focuses his research on workplace phenomena, including employee well-being and work-life balance. He earned his Ph.D. in industrial/organizational psychology from Wayne State University and then served as a postdoctoral research fellow at the U.S. Air Force Research Laboratory in Dayton, Ohio. He has prior industry and external consulting experience, particularly in the areas of assessment, selection, data analysis, applied research and talent management.



KEVIN'S STORY



# 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.



"I'm a better leader now because of pursuing my MBA with The University of Baltimore. I'm able to utilize what I'm learning in the classroom in my day-to-day responsibilities. I'm now starting to see how everything is coming full spectrum, whether it's dealing with accounting and finance, or IT transformation, I'm able to utilize what I've learned in the classroom to make better business decisions for my organization."

**—ANDERSON LATTIMORE**  
CERT '22, MBA STUDENT



ANDERSON LATTIMORE is head of talent acquisition for Infosys Public Services in Rockville, Maryland. He decided to pursue an MBA to elevate his understanding of the inner workings of a business and rise in his field. Looking into graduate school more than two decades after earning his bachelor's degree, and after receiving support from his family and mentor, Anderson decided to start with UBalt's Business Fundamentals graduate certificate. He was able to build the foundational knowledge he needed to thrive in the master's program before starting as a part-time MBA student. He has already started applying the lessons he's learned to his current job. He hopes to run his own consulting firm in the future.



ANDERSON'S STORY



# SPECIALIZATIONS

## What new knowledge would help you tackle your next career challenge?

This 36- to 48-credit program lets you choose from one of 10 specializations, inviting 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.

### 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

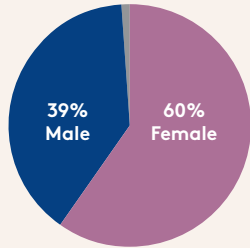
- These programs allow you to earn two professional degrees concurrently.
- The **J.D./MBA** option is offered through the University of Baltimore School of Law and the University of Maryland Francis King Carey School of Law. Increasing numbers of enterprises are benefitting from lawyers who effectively 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 2023)

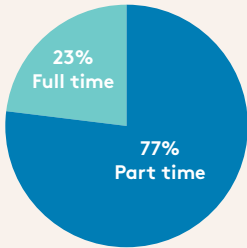
STUDENT COUNT: **236**

### GENDER



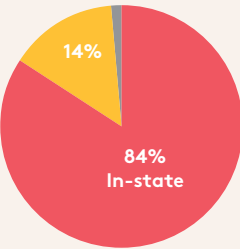
Some students chose not to identify as either gender.

### ACADEMIC LOAD



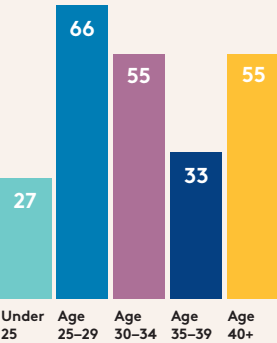
77% of our MBA students are part-time students and a majority of those are working full time.

### RESIDENCY

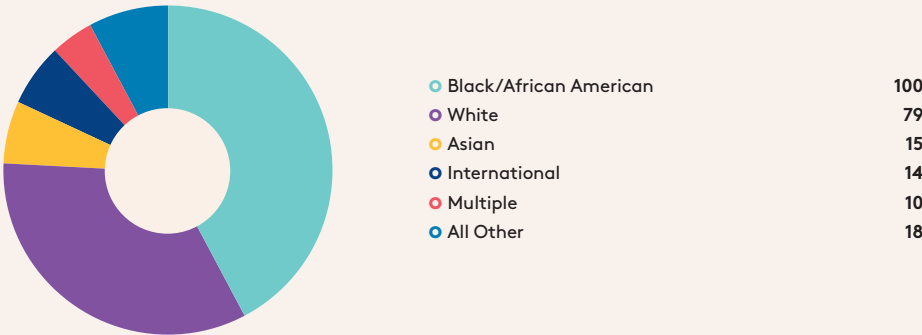


- In-state = 84%
- Out-of-state = 14%
- Regional residency (DE, PA, VA) = 1%

### AGE



### ETHNICITY



# DESIGNED FOR YOUR SUCCESS

The University of Baltimore’s MBA program is designed to help you achieve your career goals. We value your real-world experience and believe it brings a valuable perspective to the classroom. Whether you’re looking for a promotion or a career change, our program provides the support and network you need to succeed. You’ll learn alongside a diverse group of classmates, gaining from their perspectives while enriching theirs with your own.

## MAKE YOUR IMPACT IN BALTIMORE AND BEYOND

Our MBA program empowers you to do both. You’ll quickly see how your educational and career goals will intersect with your passions. Choose from one of many specializations to reach your goals.

## FIT YOUR MBA AROUND YOUR LIFE

More than 80 percent of our students work while pursuing their MBA. Our program offers flexible class schedules and modalities. Choose the perfect blend of online and on-campus learning, with multiple start dates throughout the year, and a course sequence that fits your needs. We’re the only AACSB-accredited MBA in Maryland with this level of customization.

## JOIN A COMMUNITY OF LEADERS

Become part of a powerful network of trailblazing graduates who are shaping Baltimore’s business landscape. Leverage the expertise of entrepreneurs, business owners and leaders across finance, healthcare and technology. This vibrant community paves the way for your success, maximizing your talents and propelling you towards your goals.

## LEARN WHAT MATTERS TODAY

Our professors will equip you with the real-world skills you need to succeed. In the last five years, our faculty published 522 thought-leadership pieces. Our curriculum blends theory and practice, developing your managerial, critical thinking and problem-solving abilities. Graduate with the knowledge to make an immediate impact.

## POWER UP YOUR SUCCESS

Take advantage of our unique resources like the Center for Entrepreneurship and Innovation, where you'll receive guidance and support for launching your own venture. Additionally, the Jacob France Institute provides unparalleled statistical data to inform your business decisions.

1999

We launched the world’s first-ever AACSB International-accredited fully online MBA program.

5,236

MBA ALUMNI STRONG—68 percent of whom are living and working in Maryland

14

consecutive years named *U.S. News & World Report’s* Best Online MBA Programs

FUEL YOUR PURPOSE AND MAKE A LASTING IMPACT.  
THE UNIVERSITY OF BALTIMORE MBA PROGRAM IS WAITING FOR YOU.

# 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 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 is only required if your undergraduate GPA is less than 3.0.

The letter can be sent 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 or email letters to the Office of Admission (contact information below).

## PREPARE AND SUBMIT YOUR RESUME.

Please mail or email your resume to the Office of Admission.

## 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.

## APPLICATION TIPS

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

**2:** 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.

**3:** 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.

## MAIL OR EMAIL ALL MATERIALS TO:

The University of Baltimore MBA  
Office of Admission  
1420 N. Charles St.  
Baltimore, MD 21021  
documents@ubalt.edu

To learn about scholarships or ask questions, call 410.837.6565.



THE UBALT MBA

# DIFFERENT BY DESIGN

HOLISTIC | INTEGRATED | COMPREHENSIVE  
FLEXIBLE | ON CAMPUS | ONLINE | FULL TIME | PART TIME



**UNIVERSITY OF  
BALTIMORE**

Merrick School of Business

1420 N. Charles St., Baltimore, MD 21201  
[merrickschool@ubalt.edu](mailto:merrickschool@ubalt.edu)  
[www.ubalt.edu/MBA](http://www.ubalt.edu/MBA)

