FlexPath Option
Master of Business Administration (MBA) with a specialization in
Global Operations and Supply Chain Management

Effective October 9, 2017
The MBA Global Operations and Supply Chain Management specialization provides learners with a foundational understanding of company operations from a global perspective and emphasizes the leveraging effects of the supply chain on organizational performance. The curriculum presents field-related theories, paradigms, and best practices and focuses on global environment assessment; global supply chain management strategy; demand forecasting; process orientation; and global supply chain management functions associated with marketing and sales, product and inventory, integrated logistics, and personnel and customer service.

Upon successful completion of this specialization, learners are prepared to pursue careers as general and operations managers, industrial production managers, supply chain managers, or management analysts. Learners who pursue this specialization through the FlexPath option earn an MBA through self-paced demonstrations of competencies.

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Global Operations and Supply Chain Management

Capella University is one of the first institutions to measure student learning through a direct assessment approach, eliminating the credit hour requirement and focusing on demonstrating specific competencies expected for the degree and needed for success in the workplace.

FlexPath is designed to support you in developing the same competencies as Capella’s traditional online courses.

FlexPath is an option for those who don’t qualify for FlexPath. Start a program in our structured, online format, and then transition into FlexPath upon successful completion of four courses, at a 3.0 GPA or higher.

Capella University’s FlexPath option allows you to leverage your knowledge and experience when earning your degree, offering you an even more efficient pathway while maintaining the academic rigor for which Capella is known. Each FlexPath course contains a series of authentic assessments designed by faculty who are experts in their fields. These competency-based assessments allow you to demonstrate those skills and knowledge you need to be successful in the workplace. You’ll complete the assessments at your own pace, without preset due dates for your work. Once you complete an assessment, faculty will typically review and provide feedback within 48 hours. When you demonstrate mastery of all competencies within a course, you move forward to the next course.

Throughout your program, you’ll continue to have access to a wide range of support, including dedicated coaches, tutoring resources, and an online community where you can connect with other learners earning their degrees through our FlexPath option.

- FlexPath courses give you the freedom to achieve the competencies in your own way, on your own time. Because of this, assessment preparation will vary, depending on your learning style.

- With specific assessment instructions—and clear guidelines on how your work is assessed—you’ll always know exactly what’s expected of you.

- Faculty serve as evaluators for each assessment, providing detailed feedback regarding the level of competency being demonstrated.

This guide is intended to provide an overview of the specialization and is subject to change. Your enrollment counselor can provide updates, details, and Capella’s official University Catalog that specifies your program requirements.
Career Information

 RELATED EMPLOYMENT SETTINGS TO EXPLORE

- Corporation
- Manufacturing company
- Transportation company
- Government—local, state, federal
- Health care organization
- Retail organization
- Aerospace organization
- Defense contractor
- Military
- Consulting firm
- Land-based or online college or university
- Community college

 RELATED JOB TITLES TO EXPLORE*

- Operations manager
- Supply chain manager
- Plant manager
- Manufacturing manager
- Logistics manager
- Purchasing/procurement manager
- Quality control manager
- Production manager
- Materials manager
- Distribution manager
- Product development manager
- Planning manager
- Consultant
- Adjunct or part-time faculty
- Global purchaser

 SPECIALIZATION OUTCOMES

- Global Supplier Relationship Management—Manage relationships and accountabilities across the supply chain
- Operations and Process Management—Analyze global supply chain management, processes, and opportunities from inter- and intra-organizational perspectives
- Global Strategic Sourcing—Integrate a just-in-time approach to supply operations
- Contracting and Negotiations—Employ negotiation strategies to financial management and planning consistent with legal and cultural requirements
- Materials and Inventory Management—Utilize information and knowledge management systems in the management and coordination of materials and inventory

*These are examples intended to serve as a general guide. Because many factors determine what position an individual may attain, Capella cannot guarantee that a graduate will secure any specific job title.
# Curriculum

- 16 required courses
- Total program credits: 24 program points

## CORE COURSES

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Program Points</th>
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<tbody>
<tr>
<td>MBA-FP6004</td>
<td>Foundational Skills for Business Leaders</td>
<td>1.5</td>
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<tr>
<td>MBA-FP6006*</td>
<td>Leading Innovation in the Global Organization</td>
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<tr>
<td>MBA-FP6026</td>
<td>The Global Leader</td>
<td>1.5</td>
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<tr>
<td>MBA-FP6028*</td>
<td>Business Integration Skills</td>
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<td>Supply Chain Design and Management</td>
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<tr>
<td>MBA-FP6125</td>
<td>Logistics</td>
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<tr>
<td>MBA-FP6127</td>
<td>Effective Global Strategic Sourcing</td>
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## CAPSTONE COURSE

Taken during the learner’s final quarter:

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<td>MBA-FP6900*</td>
<td>MBA Capstone</td>
<td>1.5</td>
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*Denotes courses that have prerequisite(s). Refer to the course descriptions for further details.

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**TRANSFER CREDIT**

A maximum of 12 quarter credits from previous graduate coursework may be transferred and applied to your program’s requirements.

**ADMISSION REQUIREMENTS**

Bachelor’s degree from an institution accredited by a U.S. Department of Education-recognized accrediting agency or an internationally recognized institution

Grade point average of 3.0 or higher on a 4.0 scale

You’ll complete a required orientation that helps you understand the course format and expectations before you begin your program.

Assessments are designed by a team of subject-matter expert faculty, assessment specialists, and instructional designers, who help clearly measure competencies as they apply to the workplace.

Only learners enrolled in the FlexPath MBA degree program may take FlexPath MBA courses. MBA learners may not take courses associated with any other program within the School of Business and Technology or any other school at Capella University while they are enrolled in the FlexPath MBA degree program.

The courses in this program may require live web conferencing activities and/or learner audio/video recordings. Learners who require assistive technology or alternative communication methods to participate in these activities should contact Disability Services to request accommodations.
Core Course Descriptions

MBA-FP6004  Foundational Skills for Business Leaders  1.5 PROGRAM POINTS
This course is an introduction to the MBA program and its theoretical and applied approach. Learners focus on developing and applying the knowledge, skills, and abilities associated with analytical and critical thinking, problem solving, communication, argumentation, and presentation. Learners also become familiar with the case study method, explore ethical and legal issues, and establish their own personal program and career goals. **Must be taken during the learner's first quarter. Cannot be fulfilled by transfer or prior learning assessment.**

MBA-FP6006  Leading Innovation in the Global Organization  1.5 PROGRAM POINTS
In this course, learners research the global leadership models and practices that drive innovation and enhance competitive advantage in complex and diverse environments. Learners also explore and assess the ways global leaders work to shape organizational culture and processes that support innovation and change. **Prerequisite(s): Completion of or concurrent registration in MBA-FP6004. Prerequisite does not apply to Business Management and Management Consulting certificate learners.**

MBA-FP6008  Global Economic Environment  1.5 PROGRAM POINTS
This course covers microeconomic and macroeconomic principles, theories, and tools and their applications in business. Learners analyze the national economy, global economy, and comparative advantage; factor inputs used to create value in different industry and market structures; and the tools employed by the Federal Reserve System and the federal government to create and implement fiscal and monetary policies. Learners also develop and demonstrate their knowledge of theories of the firm and the ways in which individuals and firms make economic decisions.

MBA-FP6012  Integrated Global Marketing  1.5 PROGRAM POINTS
Learners examine tools, techniques, methods, and emerging marketing thought employed by organizations that market goods, services, and ideas in local and global environments. Topics include fundamental marketing principles, marketing models and practices, marketing information sources and their associated uses, and the integration of marketing with other organizational functions. Learners also explore the link between marketing and business objectives; the environment beyond the firm; and the role of objectives, strategies, and tactics in marketing and demonstrate their competence in understanding and applying marketing concepts.

MBA-FP6014  Financial Accounting  1.5 PROGRAM POINTS
This course covers the tools, techniques, and methods of financial accounting and their applications in business. In particular, learners explore appropriate techniques for applying financial tools in support of business decisions across local and global organizations. Learners also develop their skills and knowledge of financial statement development, analysis, and control, and the tax, ethical, and legal implications of various accounting decisions.

MBA-FP6016  Finance and Value Creation  1.5 PROGRAM POINTS
This course addresses the tools, techniques, and methods of finance and their applications in business. In particular, learners examine the financial tools and methods used to create firm value across local and global organizations. Learners also explore and demonstrate competencies related to the financial structures of firms; global financial markets; and the tax, ethical, and legal implications of various finance decisions. **Prerequisite(s): MBA-FP6014.**

MBA-FP6018  Data Analysis for Business Decisions  1.5 PROGRAM POINTS
Learners in this course analyze ways that data analysis informs business decisions and practice applying tools and techniques for converting raw qualitative and quantitative data into information that supports organizational decision making. Other course topics include data acquisition and organization, descriptive and basic inferential statistics, and content analysis.
MBA-FP6022  Strategic Operations Management
In this course, learners explore and apply the tools, techniques, and methods used to manage systems that produce the organization’s products. In particular, learners develop the ability to apply process design; quality, capacity, and inventory management; and strategic considerations to operations management. Learners also evaluate the decisions for which operations managers are held accountable; the methods used to make those decisions; and the effects of those decisions on an organization’s productivity, effectiveness, and efficiency.

MBA-FP6024  Organizational Strategy
In this course, learners integrate the theories, practices, and models of strategy with foundational global business knowledge. Learners examine the competitive local and global business environment, evaluate the core business functions of various organizations, and analyze the information that derives from those functions. Learners then synthesize this information into a comprehensive strategic review that is designed to enhance organizational decision making and leadership. Prerequisite(s): MBA-FP6008 or MBA6180; MBA-FP6014; MBA-FP6016; MBA-FP6018 or MBA6140. Prerequisites do not apply to Business Management and Management Consulting certificate learners. Cannot be fulfilled by transfer or prior learning assessment.

MBA-FP6026  The Global Leader
This course addresses the purpose, function, and responsibility of leaders in complex global business environments. Learners develop and demonstrate best practices for increasing self-awareness and establishing personal and professional ways to grow in a competitive, complex workplace. Learners also analyze future concerns and challenges related to global leadership.

MBA-FP6028  Business Integration Skills
Learners in this course synthesize the theories, practices, and models of foundational business disciplines by participating in a comprehensive business scenario experience. Learners identify, analyze, and apply principles of organizational strategy to a business situation using critical thinking, problem solving, competitive analysis, and the foundational skills learned in previous coursework. Learners gain and demonstrate knowledge of the ethical implications and communication issues inherent in making a variety of complex business decisions. MBA-FP6028 and MBA-FP6900 must be taken in sequence. Prerequisite(s): MBA-FP6004 or MBA6010; MBA-FP6006 or MBA6020; MBA-FP6008; MBA-FP6012; MBA-FP6014; MBA-FP6016; MBA-FP6018 or MBA6140; MBA-FP6022; MBA-FP6024; MBA-FP6026. Cannot be fulfilled by transfer or prior learning assessment.

Specialization Course Descriptions

MBA-FP6121  Foundations of Supply Chain Management
Learners in this course examine and articulate the fundamental concepts of supply chain management from a systems theory perspective and the changes in scope and scale that globalization has brought to internal business processes. Learners demonstrate this knowledge to develop a broad understanding of management best practices in global markets.

MBA-FP6123  Supply Chain Design and Management
In this course, learners examine supply chain management as a logistics network that provides strategic advantage to global managers. Learners consider the role of societal cultural fluency and the logistics of global operations. Learners also study customer relationship management and its effect on the overall supply chain. Throughout the course, learners apply these concepts in a series of case studies. Prerequisite(s): MBA-FP6121.

MBA-FP6125  Logistics
Learners in this course develop and demonstrate their knowledge of the traditional logistics of the delivery of goods in today’s business-to-business environment. Learners identify and interpret the cost components of the supply chain, including an efficient and effective logistics system, and analyze their individual and collective effects on organizational performance. Learners also articulate the five disciplines for top-performing logistics networks.
MBA-FP6127  Effective Global Strategic Sourcing  1.5 PROGRAM POINTS
Learners in this course develop their competency in fully integrating the supply chain to position quality as a strategic competitive advantage. Learners identify and interpret ways to use strategic resourcing to achieve consistent quality, thus enabling market share growth and preventing market share erosion. Learners also examine and demonstrate the importance of managing relationships with global suppliers and establishing consistent quality benchmarks.

Capstone Course Description

MBA-FP6900  MBA Capstone  1.5 PROGRAM POINTS
In this course, learners integrate the foundational knowledge and skills gained during the MBA program in an application-based business project. Learners propose, plan, and implement a major project that allows them to demonstrate competencies in ethics, business strategy, marketing, communications, collaboration, and more. Their final projects allow learners to demonstrate their overall ability to identify and recommend evidence-based solutions to business challenges and opportunities. MBA-FP6900 must be taken immediately following MBAFP6028. Prerequisite(s): All required and elective coursework. Cannot be fulfilled by transfer or prior learning assessment.
Course Sequence

FlexPath courses are designed to be completely self-paced and can take from one week to a full academic session to complete. Complete your assessments on your own schedule within the session, moving quickly when you can or more slowly as needed, without preset due dates for your coursework. There is no limit on the number of courses that can be taken within a session, but no more than two courses may be taken concurrently.

Tuition

This tuition rate is effective July 10, 2017, and is subject to change. For current pricing, visit the Capella University website at www.capella.edu.

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<td>Tuition per 12-week session</td>
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Financial Aid

Capella University offers assistance to learners who qualify and would like to secure educational funding to help finance their academic program. A number of options are available, given the diverse needs and backgrounds of prospective learners. Options include:

- Federal Direct Stafford Loan Program
- Federal Direct PLUS Loan Program
- Non-federal loans through preferred lenders and financial institutions
- External scholarships
- Veterans’ and U.S. armed forces discounts
- Corporate and higher education alliances
- Employer tuition reimbursement

Regarding loan programs, interest rates for Stafford student loans are low compared to other types of consumer loans, and repayment can be deferred until after graduation. In compliance with federal and state laws, Capella University has established policies for all learners regarding satisfactory academic progress, which is necessary for financial aid eligibility.
Academic Leadership

Rhonda Capron, EdD  
Dean

Dr. Rhonda Capron is an accomplished leader with remarkable business acumen, extensive academic experience and professional relevance within the confluence of today’s transformative marketplace. She brings a unique blend of background and experience to Capella as a seasoned executive and higher education leader with more than 15 years of experience successfully leading strategic initiatives and operations within high-tech businesses. She also has 10 years in higher education, including extensive, hands-on experience teaching; faculty and staff leadership; academic programming; curriculum development; and strategic planning. Dr. Capron joined Capella in 2016. She was previously the academic dean of the School of Business at University of Phoenix. Prior to that position, she held a number of academic leadership roles at William Jessup University in Rocklin, California. In addition she has an extensive background in both the business sector and the military. Rhonda was vice president of support services and software as a service at Oracle Corporation, and she served as the deputy director for operations within the Departments of Army and Energy.

Cheryl Bann, PhD  
Associate Dean

Dr. Cheryl Bann is the associate dean of business in Capella’s School of Business and Technology. She has worked with Capella since 2002, initially as adjunct faculty and then, beginning in 2004, as core faculty. Prior to joining Capella, Dr. Bann spent more than 30 years working in the corporate sector (at General Mills and Dain Bosworth), in government (at the Minnesota Trade Office), and in a private consulting practice. In addition, she possesses extensive international experience as a consultant on more than 45 USAID projects in 15 countries, as well as teaching experience at the bachelor’s, master’s, and doctoral levels. Dr. Bann’s educational background includes a BA in Physiology and a BS in Business from the University of Minnesota–Twin Cities, an MBA from the University of St. Thomas, and both an MS in Instructional Design for Online Learning and a PhD in Organization and Management with a specialization in Leadership from Capella University. In 2006, Dr. Bann was a recipient of Capella’s Harold Abel Distinguished Faculty award.

Laura Sankovich, PhD  
Faculty Chair

Dr. Sankovich has been a Capella core faculty member since 2009, serving in a number of leadership roles, including undergraduate lead in Human Resource Management, chair of the Capella Course Quality Committee, faculty co-advisor to the learner chapter of SHRM, faculty coaching lead for the FlexPath Peer Coaching initiative, and a member of Capella’s President’s Council. Dr. Sankovich earned her MBA at Webster University and a PhD in Leadership Studies at Gonzaga University. Prior to entering academia, she held positions in human resource management and consulting. She also has the designation of Quality Matters Master Reviewer, as well as the PHR designation. Dr. Sankovich lives with her family in Coeur D’Alene, ID. She will have responsibility for Capella’s MBA, both Guided Path and FlexPath.
Move Forward with Capella University

WORKING SCHOLARS
Capella provides an online, flexible learning environment for working adults who are also determined scholars. That connection between academic and professional work infuses the entire Capella experience—from the faculty we recruit to the course projects you complete. The theories discussed in the courseroom are designed to develop working knowledge for everyday situations.

AN ACCREDITED UNIVERSITY
Our accreditation* is an assurance to students, employers, and the public that Capella University meets or exceeds established standards for quality of faculty, curriculum, and learner services. It is also an important factor in the ability to transfer credits among higher education institutions. Regional accreditation, the type held by Capella, is the most common type for major public, state, and private institutions in the United States.

VALUING YOUR KNOWLEDGE AND EXPERIENCE
Adults bring a wealth of experience and learning to their education. Capella courses are designed to bring out your perspectives just as you gain from others’ ideas. Your knowledge can also be worth time and money: An enrollment counselor can help you estimate how much of your prior learning may apply toward your Capella degree program.

*ACCREDITATION
Capella University is accredited by the Higher Learning Commission.