Master of Business Administration (MBA) with a specialization in Project Management
Master of **Business Administration (MBA)** with a specialization in

**Project Management**

The MBA Project Management specialization is aligned with the Project Management Institute’s (PMI) national standards. It is designed to provide learners with knowledge and skills associated with project procurement, solicitation, planning, management, and control and to cultivate the competencies needed to assess and mitigate risks to ensure project success. Learners also focus on developing decision-making skills and the ability to reflect on the impact of their judgment in dynamic project situations. Upon successful completion of this specialization, learners are prepared to pursue advanced project management positions in global enterprises or entrepreneurial start-ups.

**Key Features of the Capella MBA Program**

**Personalization**—choice of 11 specializations (including a self-designed General MBA) that give learners the in-depth knowledge most important to them, and a self-selected capstone project that aligns with their interests.

**Supportive**—MBA Central is an online resource that provides the academic support learners need to succeed in their program and the career resources they need to achieve their professional goals. Our mobile access also provides learners with courseroom access wherever their schedule takes them.

**Rigorous**—Capella’s competency-based curriculum integrates key learning across core business disciplines to deliver immediate on-the-job value by equipping learners with the practical skills needed to lead and excel in high-performing organizations.

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*The FlexPath options for the project management specializations are not accredited by PMI-GAC.*

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

Capella’s Career Center proactively assists learners and alumni in developing and implementing their unique career management goals. The Career Center staff is committed to helping you move forward in your career.

RELATED EMPLOYMENT SETTINGS TO EXPLORE

- Corporation
- Construction
- Health care organization
- Manufacturing
- Aerospace and defense organization
- Pharmaceutical
- Technology company
- Land-based or online college or university
- Consulting firm
- Nonprofit organization
- Department of defense/military and government
- Community college
- Military
- Government—local, state, federal

RELATED JOB TITLES TO EXPLORE

- Project manager
- Project lead
- Project specialist
- Program manager
- Project coordinator
- Consultant
- Program director
- Project director
- Adjunct or part-time faculty
- Vice president of project management
- Senior project manager

SPECIALIZATION OUTCOMES

- Demonstrate leadership and team development skills and successfully integrate them into the proper execution of a project
- Apply business and organizational principles and techniques to utilize the appropriate roles and responsibilities of the project team
- Develop the various parts of a project plan using industry-standard tools and project management methodologies defined by the Project Management Institute (PMI®)
- Apply legal and ethical principles of organizational management to the execution of a project
- Forecast time, resource, and budgeting requirements for a project to coordinate the work within a project team and meet project objectives
- Evaluate the various risk analysis techniques to assess and mitigate the risks within a project
- Apply procurement management tools and techniques to the process of solicitation, contract administration, and cost-reimbursement
- Define customer and business requirements to identify project scope and evaluate methods for minimizing and managing scope creep
- Develop the skills necessary to communicate project progress to stakeholders

*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.

†Some jobs may prefer or even require a Project Management Professional (PMP) Certification.
Curriculum

- 16 required courses
- Total program credits: 48 quarter credits

**CORE COURSES**
- MBA6004  Foundational Skills for Business Leaders  3 quarter credits
- MBA6006*  Leading Innovation in the Global Organization  3 quarter credits
- MBA6008  Global Economic Environment  3 quarter credits
- MBA6012  Integrated Global Marketing  3 quarter credits
- MBA6014  Financial Accounting  3 quarter credits
- MBA6016*  Finance and Value Creation  3 quarter credits
- MBA6018  Data Analysis for Business Decisions  3 quarter credits
- MBA6022  Strategic Operations Management  3 quarter credits
- MBA6024*  Organizational Strategy  3 quarter credits
- MBA6026  The Global Leader  3 quarter credits
- MBA6028*  Business Integration Skills  3 quarter credits

**SPECIALIZATION COURSES**
- MBA6231*  Project Planning, Management, and Financial Control  3 quarter credits
- MBA6233*  Assessing and Mitigating Risk  3 quarter credits
- MBA6235*  Project Procurement and Solicitation  3 quarter credits
- MBA6237*  Advanced Project Management Techniques  3 quarter credits

**CAPSTONE COURSE**
- Taken during the learner’s final quarter:
  - MBA6900*  MBA Capstone  3 quarter credits

*Denotes courses that have prerequisite(s). Refer to the course descriptions for further details.

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

**MBA6004  Foundational Skills for Business Leaders**  
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 first quarter by learners who have been admitted to the MBA degree program. Cannot be fulfilled by transfer or prior learning assessment.**

**MBA6006  Leading Innovation in the Global Organization**  
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 MBA6004. Prerequisite does not apply to Business Management and Management Consulting certificate learners.**

**MBA6008  Global Economic Environment**  
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.

**MBA6012  Integrated Global Marketing**  
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.

**MBA6014  Financial Accounting**  
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.

**MBA6016  Finance and Value Creation**  
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): MBA6014.**

*Residents of Washington may receive credit for prior learning only in the bachelor’s and MBA programs.*
**MBA6018  Data Analysis for Business Decisions**  
3 QUARTER CREDITS  
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.

**MBA6022  Strategic Operations Management**  
3 QUARTER CREDITS  
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.

**MBA6024  Organizational Strategy**  
3 QUARTER CREDITS  
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): MBA6008 or MBA6180; MBA6014; MBA6016; MBA6018 or MBA6140. Prerequisites do not apply to Business Management and Management Consulting certificate learners. Cannot be fulfilled by transfer or prior learning assessment.

**MBA6026  The Global Leader**  
3 QUARTER CREDITS  
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.

**MBA6028  Business Integration Skills**  
3 QUARTER CREDITS  
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. MBA6028 and MBA6900 must be taken in sequence. Prerequisite(s): MBA6004 or MBA6010; MBA6006 or MBA6020; MBA6008; MBA6012; MBA6014; MBA6016; MBA6018 or MBA6140; MBA6022; MBA6024; MBA6026. Cannot be fulfilled by transfer or prior learning assessment.
Specialization Course Descriptions

**MBA6231  Project Planning, Management, and Financial Control**
3 QUARTER CREDITS
This course focuses on defining management techniques for planning, estimating, and facilitating successful enterprise projects. Learners define a project, develop work breakdown structures, prepare project schedules, and determine ways to coordinate the various resources. Techniques are introduced to help keep projects on track and enhance team motivation. In addition, learners explore and demonstrate planning, time management, and risk management skills that support them throughout their program and professional career. Prerequisite(s): MBA6016. Prerequisite does not apply to Management Consulting certificate learners.

**MBA6233  Assessing and Mitigating Risk**
3 QUARTER CREDITS
This course addresses the important elements of risk management, such as risk management planning, risk identification, risk analysis, development of appropriate responses, and risk monitoring and control. Learners demonstrate their knowledge of the process of identifying, analyzing, and appropriately responding to project risk by implementing a risk management plan. Prerequisite(s): MBA6231.

**MBA6235  Project Procurement and Solicitation**
3 QUARTER CREDITS
This course covers the major processes used in project procurement management including planning, solicitation, source selection, contract administration, and contract closeout. Learners analyze and explain the impact of project assumptions and constraints on procurement management, and apply their knowledge of tools and techniques by developing a procurement management plan based on current best practices. Prerequisite(s): MBA6231.

**MBA6237  Advanced Project Management Techniques**
3 QUARTER CREDITS
This course focuses on advanced project management topics and techniques. Learners examine techniques for balancing scope, time, cost, and quality in managing a project and implement planning, monitoring, and controlling techniques in a project. Learners evaluate the importance of applying quality standards and best practices in developing project management strategies. Prerequisite(s): MBA6231.

Capstone Course Description

**MBA6900  MBA Capstone**
3 QUARTER CREDITS
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. MBA6900 must be taken immediately following MBA6028. Prerequisite(s): All required and elective coursework. Cannot be fulfilled by transfer or prior learning assessment.
Recommended Course Sequence

This recommended course sequence assumes learners take one course per six-week session. Some learners elect to take fewer or more based on workload and the amount of time available for graduate study. On-time completion for this specialization is 10 active quarters.

<table>
<thead>
<tr>
<th>YEAR 1</th>
<th>COURSES</th>
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| Q1    | Session 1 MBA6004 Foundational Skills for Business Leaders  
       | Session 2 MBA6006 Leading Innovation in the Global Organization |
| Q2    | Session 1 MBA6008 Global Economic Environment  
       | Session 2 MBA6014 Financial Accounting |
| Q3    | Session 1 MBA6016 Finance and Value Creation  
       | Session 2 MBA6231 Project Planning, Management, and Financial Control |
| Q4    | Session 1 MBA6018 Data Analysis for Business Decisions  
       | Session 2 MBA6233 Assessing and Mitigating Risk |

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<th>YEAR 2</th>
<th>COURSES</th>
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| Q5    | Session 1 MBA6022 Strategic Operations Management  
       | Session 2 MBA6235 Project Procurement and Solicitation |
| Q6    | Session 1 MBA6012 Integrated Global Marketing  
       | Session 2 MBA6237 Advanced Project Management Techniques |
| Q7    | Session 1 MBA6024 Organizational Strategy  
       | Session 2 MBA6026 The Global Leader |
| Q8    | Session 1 MBA6028 Business Integration Skills  
       | Session 2 MBA6900 MBA Capstone |
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
- Capella scholarships
- External scholarships
- Veterans’ educational benefits 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.

Tsun Chow, PhD
Faculty Chair
Dr. Chow is faculty chair of the MBA Project Management specialization within the School of Business and Technology at Capella University. Prior to joining Capella, Dr. Chow was information technology director for a Fortune 100 company. He has more than 20 years of IT management experience, with the last seven years as an IT executive. Dr. Chow has a background in information security, data center management, business transformation via technology applications, and IT outsourcing. In addition to his role as faculty chair, Dr. Chow is engaged in research and mentoring in the areas of outsourcing, IT management, and information security. He has published many papers, authored a book on software quality assurance, and given presentations at professional society conferences. Dr. Chow was the recipient of the Data Center Manager of the Year award from the Association for Computer Operations Management and the Outstanding Contribution award from the Institute of Electrical and Electronics Engineers Computer Society.
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 course room 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.

HIGHER LEARNING COMMISSION
https://www.hlcommission.org
800.621.7440

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Important Information about the educational debt, earnings, and completion rates of students who attended this program: http://capellaresults.com/assets/includes/gainfulemployment/cta/GE/GE15/masters/MBA_Proj_Mgt_gedt.html.