

MANAGEMENT AND INDUSTRIAL & LABOR RELATIONS (MBA/MILR)

SC Johnson College of Business, School of Industrial and Labor Relations

Program Website (<https://www.ilr.cornell.edu/programs/graduate-degree-programs/milr-mba-dual-degree-program/>)

Program Description

With its focus on leadership and business strategy, this dual-degree graduate program is ideal for human resource management professionals who want to build more comprehensive expertise in executive business leadership. If you're coming from a business background, the labor relations knowledge you'll develop in the MILR/MBA program is the perfect preparation for a career in management consulting.

Full time status for the program is defined as a minimum of 12 graduate-level credits per term.

Practical Training

While not required, the majority of MILR students participate in an internship during the summer between their first and second years in the program. The ILR Office of Career Services provide support and guidance to students seeking internships.

MILR Admissions Requirements

The admissions committee holistically evaluate each application based on the following:

- academic record as shown on unofficial transcript(s)
- relevant experience or engagement as shown on current resume
- 2 letters of recommendation
- written statement of purpose
- online video interview
- TOEFL or IELTS scores, as applicable (required for all international students, unless you meet the criteria for an exception)

MILR Total Credits, Course, and GPA Requirements

- Minimum total credits required to graduate: 30 credit hours, comprising of six core courses, and as many approved electives as needed to fulfill the 30 credit MILR requirement.
- All courses must be taken for a letter grade, must be 5000 level or above, and students must earn C or above in each course.
- MILR students must maintain a cumulative GPA of 3.0 to successfully graduate.

Program Information

- Instruction Mode: In Person
- Location: Ithaca, NY
- Minimum Credits for Degree: 90 (30 Industrial Labor & Relations, 60 SC Johnson)

Program Requirements

MILR Requirements

Code	Title	Hours
Core Courses		
ILRGL 5000	Labor Relations	3
ILRGL 5010	Labor and Employment Law	3
ILRHR 5600	Human Resource Management	3
ILRLE 5400	Labor Economics	3
ILROB 5200	Organizational Behavior	3
ILRHR 5050	HR Statistics and Analytics	3
Elective Courses ¹		
Select 30 credits from the following:		
AEM 5310	Global Strategy	3
AEM 5840	Python Programming for Data Analysis and Business Modeling	3
AEM 5850	R Programming for Business Analytics and Data Visualization	3
AEM 6325	Leadership and Management in Sports	3
AEM 6440	Consumer Behavior	3
AEM 7000	Individual Study in Applied Economics and Management	0.5-9
ANTH 6487		
COMM 6750	Research Methods for Social Networks and Social Media	3
COMM 6800	Studies in Communication	3
COMM 6810	Advanced Communication Theory	3
CRP 5320	Real Estate Development Process I	1.5
DEA 6200	Studies in Human-Environment Relations	3
DEA 6510	Human Factors and Inclusive Design	3
ENMGT 5900	Project Management	4
ENMGT 5920	Product Management	3
ENMGT 5930	Data Analytics	4
GDEV 5130	Introduction to Social Science Research Methods	3
GDEV 5230	Gender and Development	3
GDEV 6210	Foundations of Environmental Sociology	3
GOVT 7073	Game Theory I	4
HADM 6010	Data Driven Analytics	3
HADM 6030		3
HADM 6110	Negotiations in the Hospitality Industry	3
HADM 6111	Negotiations	1.5
HADM 6115	Managing Professional Relationships	3
HADM 6130	Entrepreneurial Management	3
HADM 6140	Innovation and Corporate Renewal	3
HADM 6144	Developing an Entrepreneurial Mindset	1.5
HADM 6145	Business Model Innovation and Design	3
HADM 6190	Key Drivers for Making Innovation Happen	1
HADM 6200	Principles of Real Estate	3
HADM 6240	Analysis of Financial Statements	3
HADM 6310	Environmental, Social and Governance Strategy in the Food and Beverage Industry	3
HADM 6350	Selection, Procurement and Supply Chain Management	3

HADM 6432	Advanced Topics in Strategic Management	3	NBA 5590	The Venture Capital Industry and Private Equity Markets	0.5
HADM 6435	Luxury Marketing	3	NBA 5615	Digital Platform Strategy	1.5
HADM 6470	Consumer Behavior	3	NBA 5640	The Business of Entrepreneurship	3
HADM 6480	Brand Management	3	NBA 5690	Management Consulting Essentials	1.5
HADM 6620	Intercultural Communication in Global Business	3	NBA 5780	Consulting Problem-Solving Process	1.5
HADM 6740	Fundamentals of Database Management and Data Analysis	3	NBA 5790	Applied Principles of Business Strategy	1.5
HADM 6770	Advanced Business Modeling	2	NBA 5810		1.5
HADM 6800	Law for Entrepreneurs	3	NBA 5911	Risk Management in Emerging Markets	3
HADM 6835	Leading and Managing Teams	3	NBA 5980	Behavioral Finance	1.5
HADM 7030	Operations Management	3	NBA 5991	Global Business Strategy	3
HADM 7430	Marketing Management for Services	3	NBA 6010		3
HADM 7610	Management Communication	3	NBA 6029	Leading Agile Innovation	1.5
HIST 6655	Revolution: An Intellectual History	3	NBA 6030	Strategies for Sustainability	1.5
INFO 5125	Project Management	3	NBA 6050	Strategy Formulation and Competitive Analysis	3
INFO 5355	Human Computer Interaction Design	3	NBA 6060	Evaluating Capital Investment Projects	1.5
INFO 6310	Behavior and Information Technology	3	NBA 6070	Designing and Building AI Solutions	1.5
INFO 6450	Computer-Mediated Communication	3	NBA 6090	Digital Marketing	1.5
LAW 6566	Intensive Depositions	1	NBA 6100	Applied Operations Strategy	1.5
LAW 6898	The Art of Negotiation in Business and Sports	2	NBA 6130	Women and Leadership	1.5
LAW 7295	Global Labor and Employment Law	3	NBA 6130	Women and Leadership	1.5
LAW 7857	Farmworker Legal Assistance Clinic I	1-6	NBA 6145	AI Strategy and Applications	1
MGMT 5010	Data Modeling	1.5	NBA 6200	Marketing Research	3
MGMT 5080	Operations Management	1.5	NBA 6215	Introduction to Python for Business	1.5
MGMT 5090	Strategy	1.5	NBA 6220	Marketing Strategy	1.5
MGMT 5245	Managerial Economics	1.5	NBA 6260	Consumer Behavior	1.5
MGMT 5640	Entrepreneurship	1.5	NBA 6340	Customer Analytics and Strategy	1.5
MGMT 5680	Management Communication	1.5	NBA 6390	Data Driven Marketing	1.5
MGMT 5830	Investments	1.5	NBA 6410	Supply Chain Strategy	1.5
MGMT 6220	Marketing Strategy	1.5	NBA 6420	Supply Chain Analytics	1.5
MGMT 6820	Negotiations	1.5	NBA 6430	Managerial Spreadsheet Modeling	1.5
NBA 5020	Managerial Accounting and Reporting I: Fundamentals of Cost Analysis	1.5	NBA 6440		1.5
NBA 5025	Managerial Accounting and Reporting II: Costing Systems to Support Strategy	1.5	NBA 6460	Financial Institutions	3
NBA 5060	Financial Statement Analysis	1.5	NBA 6500	Strategic Operations Immersion Practicum	4
NBA 5061		3	NBA 6540	Power and Politics in Organizations	1.5
NBA 5090	Advanced Financial Statement Analysis	1.5	NBA 6550	Business Data Analysis with SQL	1.5
NBA 5100	Social Entrepreneurship	1.5	NBA 6560	Valuation Principles	1.5
NBA 5110	Financial Modeling	1.5	NBA 6620	Brand Management	1.5
NBA 5111	Foundations of Financial Modeling	3	NBA 6630	Managerial Decision Making	1.5
NBA 5140	Ethics and Corporate Culture	1.5	NBA 6650	The Strategic Management of Technology and Innovation	3
NBA 5150	Leadership Theory and Practice	3	NBA 6690	Building a Consumer Internet Business	1
NBA 5180	Design and Innovation	1.5	NBA 6710	Ethical Decision Making in Management	1.5
NBA 5245	Introduction to Macroeconomics	3	NBA 6820	Negotiation I: Negotiation Essentials	1.5
NBA 5255	Global Macroeconomics News and Events	1.5	NBA 6870	Leading Across Differences: Understanding Identity, Dialogue, and Influence	1.5
NBA 5330	Management Cases	1.5	NBA 6921	AI for Business Applications	1.5-3
NBA 5380	The Business Idea Factory	1.5	NBA 6950	Game Theory and Business Strategy	1.5
NBA 5390	Profiles in Leadership	1.5	NCC 5010	Data Analytics and Modeling	2.5
NBA 5410	Project Management	1.5	NCC 5080	Managing Operations	2.5
NBA 5530	Accounting and Financial Decision Making	3	NCC 5500	Financial Accounting	3
NBA 5580	Corporate Financial Policy	1.5	NCC 5530	Marketing Management	3
			NCC 5540	Managing and Leading in Organizations	3

NCC 5560	Managerial Finance	3
NCC 5580	Managing Operations	1.5-3
PHIL 6410	Seminar in Ethics and Value Theory	3
PUBPOL 5111	Public Administration	3
PUBPOL 5114	Systems Leadership	3
PUBPOL 5118	Diversity in Leadership: Experience, Perspective and Relatability in Public Affairs	3
PUBPOL 5132	Legal Aspects of Public Agency Decision-Making	3
PUBPOL 5334	Corporations, Shareholders, and Policy	3
PUBPOL 5441	Effective Writing for Public Policy	1.5
PUBPOL 5449	Systems Thinking Modeling	3
PUBPOL 5451	International Public and NGO Management	3
PUBPOL 5470		4
PUBPOL 5472	Leveraging Information Technology for Public and Nonprofit Management	1.5
PUBPOL 5571	Corporate Responsibility	3
PUBPOL 5612	Intergovernmental Relations	3
PUBPOL 5615	Sustainable Finance: Southeast Asia and Global Perspectives	3
PUBPOL 5634	Corruption, Governance, and Development	3
PUBPOL 5690	Regression Analysis and Managerial Forecasting	3
PUBPOL 5900	Special Topics in Health Administration and Finance	0.5-3
PUBPOL 5940	Consulting for Nonprofit and Government Organizations	3
SOC 5180	Social Inequality: Contemporary Theories, Debates, and Models	3
SOC 6000	Doing Research With Marginalized Populations	3
STS 6301	Social Theory	3
STSCI 5045	Python Programming and its Applications in Statistics	4
STSCI 5600	Integrated Ethics in Data Science	2

¹ Students must complete 30 credits of MILR electives. Elective courses include any ILR course at the 5000-level or above or any of the listed courses. Students are strongly recommended to enroll in ILRHR 6910 Strategy and Finance for HR Professionals and ILRHR 5610 Practicum in Human Resource Management to fully participate in the HR Bundle.

MBA Requirements

Code	Title	Hours
Core Courses		
NCC 5000	Financial Accounting	2.5
NCC 5010	Data Analytics and Modeling	2.5
NCC 5020	Microeconomics for Management	2.5
NCC 5030	Marketing Management	2.5
NCC 5040	Leading Teams	1.5
NCC 5050	Critical and Strategic Thinking	1.5
NCC 5060	Managerial Finance	2.5
NCC 5080	Managing Operations	2.5
NCC 5090	Strategy	2.5
Required Courses		
NMI 5101	Work Experience	1
NBA 5700	Core Teams Practicum	1

Leadership Elective²		1.5
NBA 5035	Philanthropic Leadership	
NBA 5140	Ethics and Corporate Culture	
NBA 6030	Strategies for Sustainability	
NBA 6130	Women and Leadership	
NBA 6540	Power and Politics in Organizations	
NBA 6870	Leading Across Differences: Understanding Identity, Dialogue, and Influence	
Sustainability Elective³		1.5
SC Johnson Graduate-level Elective Courses⁴		19.5
Advanced Standing⁵		15
NMI 6000	Advanced Standing	
Total Hours		60

² Course must be taken for a letter grade.

³ Students must take a course from the sustainability elective menu for a letter grade. The menu may be found within the Registrar's Office.

⁴ SC Johnson College of Business courses are subject codes: AEM, HADM, NBA, NBAY, NMI, and REAL.

⁵ All dual degree seeking students will be awarded 15 credits of advanced standing upon their first semester registered as a Johnson MBA student.

MBA Degree

- Strategic Thinking & Decision Making
- Develop the ability to think strategically about business challenges and opportunities.
- Analyze complex situations and make data-informed, ethical decisions.
- Leadership & Team Management
- Understand different leadership styles and how to apply them effectively.
- Manage teams, resolve conflicts, and foster a productive work environment.
- Financial & Quantitative Analysis
- Interpret and analyze financial statements and reports.
- Use quantitative tools to guide investment, budgeting, and operational decisions.
- Marketing & Customer Insights
- Understand market dynamics and consumer behavior.
- Develop and implement effective marketing strategies.
- Operations Management
- Improve efficiency in production and service delivery.
- Analyze and optimize operations.
- Ethics, Corporate Responsibility & Sustainability
- Recognize ethical issues in business decisions.
- Evaluate the social and environmental impact of business actions.
- Global Business Acumen
- Understand international markets and global strategy.
- Navigate challenges in global trade, economics, and regulation.
- Innovation & Entrepreneurship
- Identify opportunities for innovation and new business ventures.
- Build and pitch business models and plans.
- Communication & Negotiation Skills

- Write clearly and present ideas effectively to diverse audiences.
- Develop persuasive negotiation tactics and interpersonal skills.

MILR Degree

- Engage in critical, reasoned analyses of issues and ideas
- Explain ideas and analyses through written and oral communication
- Evaluate and apply theories and assumptions of the social science disciplines to workplace issues
- Analyze workplace issues from a variety of perspectives, including the historical, cultural, institutional and ethical perspectives
- Access, evaluate and analyze qualitative and quantitative data, so as to enhance understanding and inform decision-making
- Work independently and in cooperation with others

Program Calendar

Johnson MBA Calendar

Fall 2025

Date	Event
August 11, 2025	First Day of Class for Class of 2027
August 25, 2025	First Day of Class for Class of 2026
December 4, 2025	Last Day of Class for Both Cohorts
December 5-7, 2025	Final Study Period
December 8-20, 2025	Final Exam Period
December 20, 2025	Last Day of Term

Winter 2026

Date	Event
December 26, 2025	First Day of Term
January 17, 2026	Last Day of Term

Spring 2026

Date	Event
January 20, 2026	First Day of Class
May 5, 2026	Last Day of Class
May 6-8, 2026	Final Study Period
May 9-16, 2026	Final Exam Period
May 16, 2026	Last Day of Term