

MEMORANDUM

TO: Dorene Branson, Principal Assistant
Faculty Senate

FROM: Graduate Studies Committee

DATE: March 20, 2013

SUBJECT: MBA Curriculum

On Tuesday, March 19, the Graduate Studies Committee approved the proposal to adjust the MBA curriculum to 32 credits across all locations. Please forward this to the Faculty Senate for appropriate approvals.

**Washington State University
MAJOR CHANGE FORM - - REQUIREMENTS**

(Submit original signed form and **TEN** copies to the Registrar's Office, zip 1035.)

See <https://www.ronet.wsu.edu/ROPubs/Apps/HomePage.ASP> for this form.

*Submit an additional copy to the Faculty Senate Office, French Administration 338, zip 1038.

Department Name WSU College of Business - Graduate Programs in Business

1. CHECK PROPOSED CHANGES.

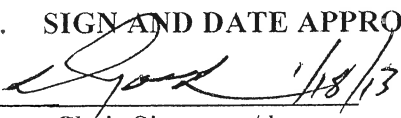

- * Change department/program name *from* _____ *to* _____
- * New degree or program *in* _____
- * Change name of degree *from* _____ *to* _____
- * Drop degree or program *in* _____
- * Extend existing degree or program *to* _____ campus
- New Major *in* _____
- Change name of Major *from* _____ *to* _____
- Revise Major requirements *in* _____
- Drop Major *in* _____
- Revise certification requirements for the Major *in* _____
- New Option *in* _____
- Revise requirements for the Option *in* _____
- Drop Option *in* _____
- New Minor *in* _____
- Revise Minor requirements *in* _____
- Drop Minor *in* _____
- New Undergraduate Certificate *in* _____
- Revise Undergraduate Certificate requirements *in* _____
- Drop Undergraduate Certificate *in* _____
- Other Adjust MBA curriculum across all locations to 32 credit hours

Effective term/year Fall 2013

Cheryl Oliver	335-2363	oliverc@wsu.edu
Contact Person	Contact Phone No.	Contact email

2. GIVE REASONS FOR EACH REQUEST MARKED ABOVE. (*Attach additional paper if necessary; see reverse side.*) Details provided in accompanying memo from Associate Dean David Sprott.

4. SIGN AND DATE APPROVALS.

 1/18/13
  12-27-12

 Chair Signature/date Dean Signature/date General Education Com/date

 Catalog Subcom/date Academic Affairs Com/date Graduate Studies Com/date Senate/Date

MEMORANDUM

To: WSU Faculty Senate and the WSU Graduate School
From: David Sprott, Associate Dean, WSU College of Business
Date: February 2, 2013
RE: MBA Program Curriculum Changes

Background

The WSU MBA program is designed to provide business training to a wide variety of students ranging from emerging leaders, to working professionals and seasoned executives. The diversity of MBA student markets and program offerings is reflected in the program's vision statement:

The College of Business at Washington State University (WSU) will provide the highest quality MBA education and an engaging learning experience for current and emerging business leaders through a choice of innovative campus and online programs that fit their lifestyles.

The WSU MBA program celebrated its 50th anniversary in 2007. Since then, the College of Business (CB) has made a number of changes to program offerings, while also continually revising the curriculum. As of Fall 2012, the MBA was offered online to various markets (the OMBA), face-to-face (at the WSU Tri-Cities and Vancouver campuses), and to the executives through the online Executive MBA program (the OEMBA). The Pullman MBA will be restarted in Fall 2013, after a two-year admissions pause due to the need to divert faculty resources from the MBA to the undergraduate teaching mission. For all programs, the same degree (the "MBA") is granted on the diploma no matter the venue or location. The program is accredited by the Association to Advance Collegiate Schools of Business (AACSB).

Since 2007, the WSU MBA program has gone through a number of major changes that have resulted in an updated and more focused program than what existed in 2007. Given that program quality and faculty qualifications have not been a problem, the changes have been driven primarily by a desire to increase the size, reach and quality of the MBA. During this time, the CB has engaged in a significant revision of the MBA's assessment activities in order to meet accreditation requirements of WSU and AACSB.

With the reinstatement of the Pullman program and the growth in the OMBA and EMBA programs, it became clear that the MBA curriculum needed to be refreshed and adjusted. In November 2011, a curriculum task force was formed by the Master Program Policy Committee (MPPC; the elected faculty body within the CB overseeing Masters programs) to begin working on this task. The goals of this working group (developed in conjunction with the CB's Deans office and the MPPC) included the following goals:

1. Offer MBA program at all sites with the same number of credits. Currently, each location has a different number of required credits to complete the MBA. This makes it difficult to promote the program as a College, confusing for applicants, and difficult for students

seeking to move among locations. The graduate school requires 32 credits as a minimum. As a working assumption we will attempt to build the program with 32 credits. However, as we progress we may find the need to increase the number of required credits.

2. Develop common core and process for the 702 examination. Currently, each location has unique learning goals, requirements and processes for the 702. This confounds the ability for the college to collect meaningful assessment data and to project a unified face for the program. Our goal is to specify a common core and a common focus for the 702, and insure alignment with MPPC learning goals.
3. Reduce the common core requirements. Currently seven courses constitute the common core requirements. This leaves few options for building a coherent set of electives to accommodate specializations. The sizeable core also puts demands on a smaller college faculty to create capacity for these courses, limiting flexibility. With fewer credits devoted to electives, the number of faculty teaching in the MBA program is smaller than if there were a smaller core and a broader set of electives for students to choose. By reducing the common core, the college can offer meaningful areas of specialization while also providing the flexibility to accommodate faculty resources and talents.
4. Align MBA curriculum with learning goals and assessment. The MPPC has spent considerable effort to build meaningful learning goals and assessment plans. We will insure that any curriculum changes are consistent with the learning goals.

In addition to the above goals, the task force also examined the value of introducing concentrations (via formal graduate certificates) to the MBA program. Similar approaches are commonly used by other business schools and the task force recommended the use of similar program offerings here at WSU.

In April 2012, after engaging all CB faculty in this process, the MPPC approved the final MBA curriculum requirements for all MBA program offerings (with the exception of the Executive MBA program, which has additional courses included in the program and no foundation requirements). Appendix I provides a summary of the updated MBA curriculum revision approved by the MPPC (final version dated December 12, 2012).

Summary and Conclusion

The changes to the WSU MBA program include a variety of changes that need to be approved by the WSU Faculty Senate and the WSU Graduate School. As summarized in Appendix II, these include:

- (1) Equalization of credit hours for MBA offerings at 32 hours (Major Change – Requirements);
- (2) Two new MBA core courses for all MBA offerings (Major Change – Course);
- (3) Three new MBA elective courses for Pullman MBA certificate (Major Change – Requirements);
- (4) Update of existing MBA core courses (Minor Change); and
- (5) Introduction of various MBA graduate certificates (Major Change – Requirements).

Included with this memo are the appropriate forms and supporting materials for these curricular changes. My team, our faculty, and I stand ready to discuss these changes as required. We all appreciate the effort that will go towards our curricular changes. Thank you!

APPENDIX I:
MBA Curriculum Changes
(Approved by WSU CB's MPPC December 12, 2012)

WSU College of Business MBA Program Curriculum Requirements
December 17, 2012

Summary:

The MPPC (see [appendix A](#) for information on the MPPC charge to the MBA faculty taskforce) has reviewed and approved the following curriculum requirements to insure consistency across all MBA programs (Vancouver, Tri-Cities, Online, and Pullman). Of note is that the Executive MBA program remains consistent with these requirements but its curriculum will be maintained at the 44 credit level as it currently stands.

This document outlines the MBA curriculum requirements as edited and approved by the Master's Policy and Procedures Committee (MPPC).

Curriculum Requirements:**Foundation Curriculum (16 credits)**

1. Acctg 550 – Introduction to Financial & Managerial Accounting (3 credits)
2. BA 501 – Foundations in Marketing (2 credits)
3. BA 502 – Foundations in Operations Management (2 credits)
4. BA 503 – Foundations in Business Law (2 credits)
5. BA 504 – Foundations in Finance (2 credits)
6. BA 600 – Foundation in Statistics (2 credits)
7. EconS 404 – Economics for Managers (3 credits) This course includes micro, macro and calculus topics.

Core Curriculum (23 credits):

1. Mgmt 590 – Strategy Formulation & Organizational Design (3 credits) Included in this course will be a module on ethics at the organizational level.
2. Acctg 533 – Accounting, Performance Measurement, and Controls (3 credits)
3. Fin 526 – Financial Management (3 credits)
4. Mktg 506 Marketing Strategy (3 credits)
5. Mgmt 593 – Managerial Leadership & Productivity (3 credits) Included in this course will be a module on ethics at the individual behavior level.
6. BA 514 – Business Analytics: transforming Data into Decisions (3 credits)
7. BA 579 – MBA Assessment Capstone (3 credits) This is a capstone course that will include an experiential project and be used as an assessment measure of the prior six courses and the MBA Learning Goals.
8. BA 702 – Master's Special Problems (2 credits) This is an approved WSU Graduate School requirement that will be used to refine and present the students' final projects.

The approved title, prerequisite requirement, catalog description, and course learning objectives for each core course are detailed in [appendix D](#).

Since every core course is expected to align with one or more of the four MBA Learning Goals, the overall MBA Learning Goals (reiterated in [appendix B](#)) are shown in the following table to illustrate the correspondence between core courses and MBA Learning Goals:

MPPC Learning Goal	Core Course where each Goal is Delivered/Assessed
1. Graduates of the WSU MBA program will be able to formulate an actionable business strategy that is grounded in theory and practice from multiple business disciplines.	Mgmt 590 – Strategy Formulation and Organizational Design
	BA 579 – MBA Assessment Capstone
2. Graduates of the WSU MBA program will be able to conduct data-driven analyses to identify significant business problems, recommend feasible solutions to the problem, and justify a course of action.	Acctg 533 – Accounting, Performance Measurement, and Controls
	Fin 526 – Financial Management
	Mktg 506 Marketing Strategy
	BA 514 – Business Analytics: Transforming Data into Decisions
	BA 579 – MBA Assessment Capstone
3. Graduates of the WSU MBA program will be able to apply leadership theory to analyze business situations and develop theory-based recommendations.	Mgmt 593 – Managerial Leadership and Productivity
	BA 579 -- MBA Assessment Capstone
4. Graduates of the WSU MBA program will be able to identify and evaluate the ethical, global, and societal implications of doing business as an organization.	MgtOp 590 – Strategy Formulation and Organizational Design
	MgtOp 593 – Managerial Leadership and Productivity
	BA 579 – MBA Assessment Capstone

Elective Curriculum (9 credits required): Students seeking MBA programs often seek to specialize in a functional area. The MBA elective courses are structured into areas-of-concentration so that students can develop additional depth in an identified track (see [appendix C](#)). The areas-of-concentration will be offered as “certificates” via the WSU Graduate School. Please note that each student’s selected area-of-concentration requires at least 3 of the courses shown in the specific certificate track. If more than 3 courses are shown as eligible in any given track, the location director must approve the student’s certificate program.

Seven Areas-of-Concentration (via certificates) have been MPPC approved. Not all locations will offer all areas-of-concentration. Resources and faculty expertise will determine availability at each location. Other areas-of-concentration may be proposed at any time to the MPPC. Resources will be a key concern for approval; therefore any specialization offered must be able to be supported. The current approved areas have been strategically chosen based on the following logic:

1. **Stakeholder Leadership.** Vancouver location has developed this focus a strategic pillar.
2. **Technology Management.** Tri-Cities location has developed this focus as a strategic pillar.
3. **International.** This is a strategic focus for the College with national rankings; research provided by EMBANET indicates this is an often requested specialty by prospective students.

4. **Marketing.** Research provided by EMBANET indicates that this is an often requested specialty by prospective MBA students.
5. **Finance.** Research provided by EMBANET indicates that this is an often requested specialty by prospective MBA students.
6. **Business Analytics.** The Pullman MBA program has the faculty expertise and a ready student market for the development of data management skills to support strategic managerial decisions.

Appendix C details the areas-of-concentration (certificates). Department chairs and key contributors to the concentration tracks were consulted and every attempt was made to categorize the courses into meaningful tracks. In some instances more than three courses are aligned to a concentration. This gives each location the ability to employ faculty resources as appropriate. Each location is encouraged to produce a 3-year course rotation so that students can plan elective classes. Further, not every class currently offered is assigned to an area of concentration. It is assumed that these are applicable to either the MAcc or the PhD programs in business.

Background for Capstone Course in Core Curriculum:

In the recent past, the final graduation requirement for the CB's various MBA programs has been some type of real world project in which students provide an overall business solution to a particular issue faced by an industry or firm. The projects vary, but include a traditional business plan in Pullman and online, a business consulting project in the Tri-Cities, and an experiential analysis of a business opportunity in Vancouver. These final projects take a considerable amount of time to complete and require significant faculty attention in order to develop a solid project. The evaluations results of the last two years have identified a major concern that the variety of approaches have not been consistently administered. In the online OMBA and the online EMBA as well as the previous Pullman MBA programs -- a specific course was required in the curriculum. In Vancouver, a faculty member was provided a course release to handle these projects but no course was required. In Tri-Cities, it was unpaid extra service for the faculty members with no course requirement and no written paper required. The proposal to include an assessment capstone course (BA 579) was motivated by the need to establish more consistency to this process. The MBA assessment capstone course will now require all MBA programs to require the written assessment (BA 579) and the presentation assessment (BA 702).

Further, top schools are moving towards dedicated experiential course requirements in their curricula (specifically Harvard and Berkeley). Thus, our 579 and 702 assessment requirements are more in line with the direction of other MBA schools and will enhance the competitiveness and attractiveness of WSU's MBA programs.

Appendix A: MPPC Taskforce Charge to revise MBA Curriculum
(January 2012)

MPPC Curriculum taskforce members (Jane Cote, Chair, Nancy Ashley, Liza Nagel, Cheryl Oliver, David Sprott)

To update and build consistency across all programs offered at all locations (Online, Pullman, Tri-Cities, and Vancouver), this document outlines the broad goals of the alignment and the timeline for approval. Note the executive MBA program EMBA will not be included in the specific course requirements.

Taskforce Goals

1. **Offer MBA program at all sites with the same number of credits.** Currently, each location has a different number of required credits to complete the MBA. This makes it difficult to promote the program as a College, confusing for applicants, and difficult for students seeking to move among locations. The graduate school requires 32 credits as a minimum. As a working assumption we will attempt to build the program with 32 credits. However, as we progress we may find the need to increase the number of required credits.
2. **Develop common core and process for the 702 examination.** Currently, each location has unique learning goals, requirements and processes for the 702. This confounds the ability for the college to collect meaningful assessment data and to project a unified face for the program. Our goal is to specify a common core and a common focus for the 702, and insure alignment with MPPC learning goals.
3. **Reduce the common core requirements.** Currently seven courses constitute the common core requirements. This leaves few options for building a coherent set of electives to accommodate specializations. The sizeable core also puts demands on a smaller college faculty to create capacity for these courses, limiting flexibility. With fewer credits devoted to electives, the number of faculty teaching in the MBA program is smaller than if there were a smaller core and a broader set of electives for students to choose. By reducing the common core, the college can offer meaningful areas of specialization while also providing the flexibility to accommodate faculty resources and talents.
4. **Align MBA curriculum with learning goals and assessment.** The MPPC has spent considerable effort to build meaningful learning goals and assessment plans. We will insure that any curriculum changes are consistent with the learning goals.

Proposed Timelines

With full approval through the faculty senate completed by May 2012, to take effect fall 2012; the college can begin marketing efforts for all MBA programs with the aligned curriculum. With the face to face MBA program expected to resume in fall 2013, it is especially important to have approvals in place by fall 2012 in order to successfully recruit students.

With this in mind, we are working with this schedule:

January 2012 – discussion and approval by MPPC for the broad goals and timeline in this document.

February 2012 – curriculum proposal submitted to MPPC for discussion and approval.

March & April 2012 – faculty discussion and input through departmental meetings and with focus groups of key faculty invested in the MBA. Faculty input brought to chairs and directors for final discussion

Fall 2012 – final MPPC approval of curriculum requirements and all MBA course learning objectives

Fall 2012 – submitted to Graduate Studies Committee

Spring 2013 – Faculty Senate decision

Fall 2013 – new curriculum begins

Appendix B: MBA Program Mission and Learning Goals

MBA Program Mission Statement

The College of Business at Washington State University (WSU) is dedicated to the success of its students by providing a quality Masters of Business Administration (MBA) degree. We are committed to graduating MBA students who are prepared to function as effective managers and leaders in organizations. The program cultivates future business managers and leaders through the achievement of key student learning goals.

Goal 1	Graduates of the WSU MBA program will be able to formulate an actionable business strategy that is grounded in theory and practice from multiple business disciplines.
Objectives:	<ul style="list-style-type: none"> ○ Ability to conduct business analysis by integrating and synthesizing knowledge and perspectives from the core business disciplines ○ Ability to develop and justify an effective business strategy based on the business analysis.
Goal 2	Graduates of the WSU MBA program will be able to conduct data-driven analyses to identify significant business problems, recommend feasible solutions to the problem, and justify a course of action.
Objectives:	<ul style="list-style-type: none"> ○ Ability to identify relevant data sources to gather useful information for analysis. ○ Ability to use and apply appropriate analytical tools and techniques. ○ Ability to generate and evaluate alternative courses of action ○ Ability to select and justify a recommended course of action.
Goal 3	Graduates of the WSU MBA program will be able to apply leadership theory to analyze business situations and develop theory-based recommendations.
Objectives:	<p>Select and apply relevant theory and develop an implementation plan to address leadership issues such as:</p> <ul style="list-style-type: none"> ○ Motivating employees to higher performance levels ○ Gaining and using organizational power to influence behaviors and outcomes ○ Diagnosing team dysfunction and recommending improvement plans ○ Recognizing the value of change leadership and overcoming resistance to change
Goal 4	Graduates of the WSU MBA program will be able to identify and evaluate the ethical, global, and societal implications of doing business as an organization.
Objectives:	<ul style="list-style-type: none"> ○ Ability to recognize the implications of the following issues on business decisions <ul style="list-style-type: none"> ○ ethical business issues ○ global environments issues ○ societal issues ○ Ability to take each of these issues into account when making business recommendations

Appendix C: MBA Elective Areas-of-Concentration (w/ certificate)***Three credits of 400-level coursework acceptable upon location director approval.*

MBA Elective Areas of Concentration	Stakeholder Leadership	Technology Management	International	Marketing	Finance	Business Analytics
Primary Location	Vancouver	Tri-Cities	Online	Online	Online	Pullman
Entrp 501 – Entrp. Tech.		X				
HBM 581 – Services Mgmt						
MIS 580 – IS Mgmt		X				
Fin 521 – Int. Rates & Fin. Mkts					X	
Fin 527 – Inv. Analysis					X	
Fin 528 – Portfolio Theory					X	
Fin 581 – Intl. Finance			X		X	
IBUS 580 – Intl. Mgmt			X			
IBUS 582 – Intl. Mktg Mgmt			X	X		
IBUS 600 – Special Project/ Ind. Study			X			
MgtOp 540 -- Det. Bus Models		X				
MGTOP 581 – Ops. Mgmt.		X				
Mgmt 585 – Negotiations	X					
Mgmt 587 – Prof. Ethics	X					
Mgmt 589 – Sem. in Management	X	X				
Mktg 561 – New Prod. Mktg		X		X		
Mktg 565 – Sem. in Mktg.	X			X		
Mktg 555 – Mktg Analytics						X
MgtOp 556 – Adv. Business Modeling						X
MIS 557 – Designing Bus. Intell. Systems						X

**** Note:** Each student's selected area-of-concentration requires at least 3 of the courses shown in the specific certificate track. If more than 3 courses are shown as eligible in any given track, the location director must approve the student's certificate program.

Appendix D: Core Course Learning Objectives

Below are the approved titles, prerequisites, catalog descriptions, and learning goals for the MBA core courses. These have been recommended by the respective department faculty or academic committee and approved by MPPC.

MGTOP 590: Strategy Formulation & Organizational Design (3 credits)

Prerequisites: Admission to the Master of Accounting program, MBA program, Master of Public Affairs (MPA) program, or Business Ph.D. programs.

Catalog Description: Relationship between the formulation of strategy and the selection of effective organizational structures and systems.

Course Objectives:

- LG1 Analyze an organization's current competitive position with respect to the environment (key success factors) and the organization's history, resources, and values and prepare a theoretically grounded set of strategic recommendations for enhancing competitive advantage that builds on the organization's core competencies and resources, history, and mission/values.
- LG2 Develop a comprehensive plan for implementing proposed strategic recommendations that effectively aligns key strategic tasks with critical organizational components, i.e., people, the formal organization, and the informal organization.
- LG3 Develop a comprehensive plan for managing the process of strategic change that addresses how to clarify and redefine tasks, motivate change, manage the strategic transition, and shape the political dynamics of change.
- LG4 Analyze how firms engage stakeholders to advance the interests of firms and their stakeholders.
- LG5 Evaluate the social contract between the firm and its internal and external stakeholders to evaluate how this social contract should guide decision making.

ACCTG 533: Accounting, Performance Measurement and Controls (3 credits)

Prerequisites: Admission to the MBA or Business PhD programs only.

Catalog Description: Managerial evaluation of budgeting, cost accounting, and financial analysis techniques; their utilization in control of operations.

Course Objectives:

- LG1 Performance Measurement. Design a performance measurement system that can be used to assess progress towards strategic organizational goals.
- LG2 Cost Behavior & Decision Making. Use financial data to analyze decision alternatives and identify consequences for profitability as well as relevant stakeholders.
- LG3 Activity Analysis & Customer Profitability. Assess causality as it relates to operational level inputs and outputs. Develop a system to measure customer or product level profitability. Evaluate consequences of measurement system on organizational and stakeholder action.
- LG4 Planning & Analysis. Prepare an operational budget(s), analyze risks and opportunities for organizational success & stakeholder engagement.
- LG5 Internal Control & Risk Management. Identify sources of potential risk; Clearly understand control procedures necessary to mitigate risks. Clearly understand risks associated with the financial reporting process and management's responsibilities.

FIN 526: Financial Management (3 credits)

Prerequisites: Admission to the MBA, Master of Accounting, or Business PhD programs.

Catalog Description: Advanced topics in corporate finance, including capital budgeting, cost of capital, capital structure, payout policy, and enterprise valuation.

Course Objectives:

- LG1 Identify and apply appropriate decision criteria to determine whether real assets should be acquired or sold.
- LG2 Derive the free cash flow generated by a project or business, and consider the implications of inaccuracies in forecasts.
- LG3 Estimate an appropriate risk-adjusted required rate of return for evaluating investments in real assets.
- LG4 Understand how capital structure and payout policies affect firm value and growth.
- LG5 Use information contained in financial statements to evaluate firm performance and develop financial forecasts.

MKTG 506: Marketing Strategy (3 Credits)

Prerequisites: Admission to the MBA, Master of Accounting, or Business PhD programs.

Catalog Description: Marketing analyses needed to recommend and implement a marketing strategy. Includes coverage of industry, competitor, and customer analysis as well as decision factors related to segmentation, positioning, and the marketing mix.

Course Objectives:

- LG1 Identify, evaluate, and quantify customer needs in order to determine if a market opportunity exists.
- LG2 Estimate a market opportunity's potential benefits to the organization
- LG3 Evaluate the long-term sustainability of a market opportunity.
- LG4 Identify the key success factors, necessary resources, and alternative approaches for pursuing a market opportunity.
- LG5 Recommend a marketing strategy and next-step actions for pursuing an opportunity.
- LG6 Forecast the likely payoffs from pursuing the recommended strategy.

MGTOP 593: Managerial Leadership and Productivity (3 credits)

Prerequisites: Admission to the MBA, Master of Accounting, or Business PhD programs. Catalog

Description: Organizational behavior and human motivation in the workplace; organization and leadership theories, studies, projects and models leading to improved productivity.

Course Objectives:

- LG1 Recognize their own leadership strengths and weaknesses.
- LG2 Influence coworkers through motivation, office politics, and persuasive communication.
- LG3 Form and lead effective teams.
- LG4 Create an organizational environment that increases employees' satisfaction and productivity.
- LG5 Apply ethical frameworks.

BA 514: Business Analytics: Transforming Data into Decisions (3 credits)

Prerequisites: Admission to the MBA, Master of Accounting, or Business PhD programs.

Catalog Description: Advanced decision-making concepts for utilizing relevant datasets to focus on data-driven problem-solving techniques and formulating decision analyses to evaluate and recommend management action.

Course Objectives:

- LG1 Define and structure a decision problem.
- LG2 Identify external and internal organizational sources of data available for decision making.
- LG3 Transform data into decisions using spreadsheet engineering, modeling, and analysis skills.
- LG4 Explore, describe, and summarize data using statistical and visualizing techniques.
- LG5 Apply analytical tools and techniques to generate, evaluate and support courses of action based on data-driven analysis.
- LG6 Analyze uncertainty and risk in business decisions and model assumptions and perform adequate sensitivity analyses.

BA 579 MBA Assessment Capstone (3 credits) (May be repeated for maximum 9 credits)

Prerequisites: Admission to the MBA, Master of Accounting, or Business PhD programs (and permission of MBA director).

Catalog Description: Analyze, evaluate and recommend management actions for a specific strategic project (in an existing organization or new venture business plan). Project completion will demonstrate the student's ability to conduct data-driven analyses and apply leadership concepts to recommend and justify management actions that serve all relevant stakeholders (ethical, global, and societal).

Course Objectives:

- LG1 Demonstrate the ability to integrate and synthesize knowledge and perspectives from multiple business discipline.
- LG2 Develop and justify an effective business strategy using their research and analysis.
- LG3 Conduct the relevant data-driven analyses to identify significant business problems.
- LG4 Use data-driven analysis results to recommend feasible solutions to the problem and justify courses of action.
- LG5 Apply leadership concepts to analyze business situations and develop theory-based recommendations based on the nature of the strategic problem.
- LG6 Identify relevant ethical, global, and societal issues; explain how these affected the analysis and were taken into account when formulating recommendations.

BA 702: Master's Special Problems (2 credits) (May be repeated for maximum 18 credits)

702 Master's Special Problems, Directed Study, and/or Examination V 1-18 May be repeated for credit.

Course Prerequisite: Admission to the MBA program. Independent research in special problems, directed study, and/or examination credit for students in a non-thesis master's degree program.

Students must have graduate degree-seeking status and should check with their major advisor/committee chair before enrolling for 702 credits. [S, F grading]

APPENDIX II: Summary of MBA Curriculum Changes (Spring 2012)

Item	Description	Type of Change	Primary Contact Person	Faculty Member	Notes
1	Revision of MBA curriculum	Credit Change	Cheryl Oliver (335-2363) oliverc@wsu.edu	Val Miskin (335-5643) miskin@wsu.edu	Equalize MBA curriculum at 32 credit hours (all locations)
2	BA 514: Business Analytics: Transforming Data into Decisions	New Course	Cheryl Oliver (335-2363) oliverc@wsu.edu	KD Joshi (335-5722) joshi@wsu.edu	New MBA <u>core</u> course (for all MBA offerings)
3	BA 579: MBA Capstone	New Course	Cheryl Oliver (335-2363) oliverc@wsu.edu	Velle Kolde (335-5312) velle.kolde@wsu.edu	New MBA <u>core</u> course (for all MBA offerings)
4	MKTG 555: Social Media and Marketing Analytics	New Course	Cheryl Oliver (335-2363) oliverc@wsu.edu	David Knuff (335-6843) dknuff@wsu.edu	New MBA <u>elective</u> (for Pullman MBA certificate)
5	MGTOP 556: Business Modeling with Spreadsheets	New Course	Cheryl Oliver (335-2363) oliverc@wsu.edu	Chuck Munson (335-3076) munson@wsu.edu	New MBA <u>elective</u> (for Pullman MBA certificate)
6	MIS 557: Designing Business Intelligence Systems	New Course	Cheryl Oliver (335-2363) oliverc@wsu.edu	Mo Featherman (335-4445) featherman@wsu.edu	New MBA <u>elective</u> (for Pullman MBA certificate)
7	ACCT 533: Accounting, Performance Measurement and Controls	Course Update	Cheryl Oliver (335-2363) oliverc@wsu.edu	Sue Gill (335-5633) gills@wsu.edu	Update <u>existing</u> MBA course (title only)
8	FIN 526: Financial Management	Course Update	Cheryl Oliver (335-2363) oliverc@wsu.edu	Gene Lai (335-7197) genelai@wsu.edu	Update <u>existing</u> MBA course (title and description)
9	Business Analytics Graduate Certificate	New Certificate	Cheryl Oliver (335-2363) oliverc@wsu.edu	David Knuff (335-6843) dknuff@wsu.edu	New <u>graduate certificate</u> (WSU Pullman)
10	Finance Graduate Certificate	New Certificate	Cheryl Oliver (335-2363) oliverc@wsu.edu	Gene Lai (335-7197) genelai@wsu.edu	New <u>graduate certificate</u> (online MBA)
11	Marketing Graduate Certificate	New Certificate	Cheryl Oliver (335-2363) oliverc@wsu.edu	Darrel Muehling (335-7302) darrel@wsu.edu	New <u>graduate certificate</u> (online MBA)
12	International Business Graduate Certificate	New Certificate	Cheryl Oliver (335-2363) oliverc@wsu.edu	Darrel Muehling (335-7302) darrel@wsu.edu	New <u>graduate certificate</u> (online MBA)
13	Stakeholder Leadership Graduate Certificate	New Certificate	Cheryl Oliver (335-2363) oliverc@wsu.edu	Tom Tripp (360-546-9754) ttripp@vancouver.wsu.edu	New <u>graduate certificate</u> (WSU Vancouver)
14	Technology Management Graduate Certificate	New Certificate	Cheryl Oliver (335-2363) oliverc@wsu.edu	Liza Nagel (509-372-7398) elizabeth_nagel@tricity.wsu.edu	New <u>graduate certificate</u> (WSU Tri-Cities)

APPENDIX III:
WSU College of Business
Graduate Certificate Policies

Graduate Certificate Proposal

The College of Business proposes six certificates to be offered at the various campuses where we currently offer the MBA degree program. Certificate curriculum is based on the market demands of each location and faculty expertise. MBA elective courses bundled into certificates will allow current students to show mastery of particular subject areas, introduce the MBA program to prospective students and re-engage alumni. The specific courses per certificate will be submitted as part of the major MBA requirements revision and the re-introduction of the Pullman MBA. Each certificate will consist of one anchor course and a requirement that students choose two of three related courses or a set series of three courses depending on location to complete a 9 credit certificate. Certificates will be named and located as follows:

Online: Graduate Certificate in Marketing, Graduate Certificate in Finance, and Graduate certificate in International Business

Pullman: Graduate Certificate in Business Analytics

Tri-Cities: Graduate Certificate in Technology Management

Vancouver: Graduate Certificate in Stakeholder Leadership

Certificate Overview

Students on academic probation and students suspended from the university for any reason are not eligible to enroll in certificate courses. Prospective certificate program students not currently enrolled in a graduate program at WSU who wish to pursue a graduate certificate must apply online indicating their interest in a specific certificate program listed on the application prior to enrollment in their first course and pay a non-refundable application fee. To qualify as a part-time certificate student, a prospective student must:

- Have a bachelor's degree from an accredited post-secondary institution and meet similar admission requirements to the MBA program as per the MBA admission and enrollment policy at which time, they will be admitted upon recommendation from the College of Business to the Graduate School as a certificate student.
- Pay all graduate tuition and fees for the courses in which they enroll. Enrollment is on a space-available basis.

International students in the US on student visas are not eligible to enroll solely in certificate courses unless they enroll exclusively in online courses. International applicants must show sufficient English proficiency as per the MBA admission and enrollment policy.

All candidates applying as College of Business certificate students who are not concurrently enrolled in a regular graduate degree program will be classified as NADC (Not Advanced Degree Candidate) and are expected to meet all course requirements, to fully participate in all course activities and to complete all assignments, exams, projects, and other requirements to earn credit and a grade. Students enrolled in the College of Business certificates must:

- Maintain a 3.0 GPA while enrolled while enrolled as a part-time certificate student.
- May use such university services as the library, computing, and bookstore.
- Are not eligible for all services provided to degree students who pay comprehensive fees, i.e. enrolling in independent study, research and project course credit, research/dissertation credits, final examinations and/or similar course work designed for degree-seeking students (i.e. 700, 702, or 800 credits)

- Will not be eligible for graduate assistantships, fellowships, or scholarships.
- Students seeking a certificate in the College of Business may be eligible for financial aid; applicants must check with the WSU Financial Aid Office to verify eligibility.
- Certificates will not be granted retro-actively.
- A former student who re-enrolls and seeks to earn a certificate will be required to enroll in a minimum of two certificate course as a certificate seeking student in order to count a previously completed MBA course (all work must be completed within 6 years).

Requirements regarding WSU tenured/tenure-track status and critical mass for faculty supporting the program are the same as those required for degree program.

A certificate fee is assessed at the time of completion of the certificate in keeping with Graduate School policy.

Current WSU Graduate School Policy also states that the maximum time allowed for completion of a certificate is 6 years from the beginning date of the earliest course applied toward the certificate. Students may request an extension of this time as described in Chapter 6, Section F.

The College of Business will not limit the number of certificates a potential, current or past student may complete so long as the candidate remains in good academic standing and adheres to university conduct requirements. As International Business, Marketing and Finance have mutual courses and courses may not be counted for more than one certificate, there is a natural limit to the number of certificates a student can earn.

Admissions Requirements

Currently enrolled degree-seeking MBA students (domestic and international) are eligible to concurrently enroll in the College of Business graduate certificates. The student must fulfill all certificate requirements and complete the application for graduation for graduate certificate located on the Graduate School's website. Graduate Students enrolled in other WSU degree programs who meet all of the admissions and enrollment requirements to the MBA (to include completion of foundation course requirements) may likewise enroll in the College of Business Graduate Certificates.

Applicants who are not yet admitted to the MBA at WSU or who finished the MBA within such a time frame that the certificate coursework will be complete in six years time from WSU or another AACSB accredited institution may complete the certificate as an NADC certificate student. Students in this classification wishing to complete a College of Business graduate certificate must meet the requirements for admission as set forth in the MBA admissions and enrollment policy, and:

- Are required to pay graduate school fees
- Must enroll in classes per the instructions provided by their advisor. Students who register without departmental approval may be disenrolled.
- Are permitted to remain in the certificate seeking classification for up to six years
- May count the entire certificate towards the MBA at WSU if they have not earned an MBA prior provided the coursework is completed in the six years.

All College of Business graduate certificate seeking students may elect to apply for formal admission to the MBA. A separate application for admission is required if the student wishes to pursue an advanced

degree. A determination of the applicability of any of the courses and credits earned while a certificate student will be made at the time of admission at the discretion of the College of Business by the student filing a program of study as part of the admissions material. Coursework taken as a student certificate student may be reviewed as part of the admission review process but does not afford any preferential consideration for admittance to a graduate program. The faculty members in the graduate program have the authority to recommend denial of admission to any student