

Soave, Melissa

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**From:** Elliot Slotnick <slotnick.1@gradsch.ohio-state.edu>  
**Sent:** Sunday, October 02, 2011 5:27 PM  
**To:** Soave, Melissa; Smith, Randy; kay.wolf@osumc.edu  
**Cc:** Elliot Slotnick; Scott Herness; Dena Myers; mangum.1@osu.edu; wruck.1@osu.edu  
**Subject:** FW: MBAPrograms---Executive/Working Professional/Full-Time  
**Attachments:** MBA(concerns2).docx; ATT369681.htm; WPMBACurriculum(July2011).pdf; ATT369682.htm; FTMBACurriculum(July2011).pdf; ATT369683.htm

All,

I'm starting to send things forward from the remaining graduate semester conversion proposals that are "outstanding." At the outset I will be forwarding those proposals that we have cleared so that they can make their way on to the CAA meeting agendas for 10/19 and 11/2. I will send separate memos to you on distinct programs with the hope that will best enable you to monitor and track where we are.

With this e-mail I am releasing the three MBA programs, Executive, Working Professional and Full-Time MBA for CAA Subcommittee D review and CAA approval. As you will see, Dr. Wruck has offered thorough and clear responses to the questions that were raised by our curriculum committee and the MBA proposals have now received committee endorsement. I

For our part, we are pleased to endorse these proposals based on the narrative and illustrations submitted by the Fisher College. It is up to CAA whether any additional changes need to be made "formally" on the PACER system.

Best,  
elliott

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**From:** Elliot Slotnick  
**Sent:** Sun 7/31/2011 5:39 PM  
**To:** [wruck\\_1@fisher.osu.edu](mailto:wruck_1@fisher.osu.edu)  
**Cc:** Dena Myers; Elliot Slotnick; [cogdell.1@osu.edu](mailto:cogdell.1@osu.edu); [soave.2@osu.edu](mailto:soave.2@osu.edu); [smith.70@osu.edu](mailto:smith.70@osu.edu); [mangum.1@osu.edu](mailto:mangum.1@osu.edu)  
**Subject:** FW: MBAPrograms---Executive/Working Professional/Full-Time

Dear Karen,

Thank you for your detailed and clear responses to all of the questions raised by the Graduate Council's Curriculum Committee about the semester conversion proposals for Fisher's MBA programs as well as the supplementary documentation that was provided. These materials will all be reviewed by the Curriculum Committee at its meeting on August 10th. If there are any follow-up questions I will be back in touch with you at that time. If the Committee endorses the proposals, as explicated in your thorough memo, we will simply inform CAA of that fact and make sure that they have all of the response material that you have prepared, In such a case, I do not believe that the programs would have to be re-entered in the system.

Thanks, again, for all of your efforts.

Best,  
elliott

**From:** Karen Hopper Wruck [[mailto:wruck\\_1@fisher.osu.edu](mailto:wruck_1@fisher.osu.edu)]  
**Sent:** Wed 7/6/2011 7:43 AM  
**To:** Elliot Slotnick  
**Cc:** Mangum, Stephen; Dena Myers; Soave, Melissa; Randy Smith; [cogdell@math.ohio-state.edu](mailto:cogdell@math.ohio-state.edu)  
**Subject:** Re: MBAPrograms---Executive/Working Professional/Full-Time

Elliot:

We hope this email catches you in time to provide some riveting travel reading.

Attached find a document that addresses each concern raised item by item. In addition, attached are some pdf files with graphics of the Full-Time and Working Professional MBA curriculum and also the transition plan for various WP MBA cohorts. The pdf files are intended to help illustrate how the curriculum works in the context of the academic calendar.

It is our hope that these documents adequately address the issues of concern. If not please let us know and we are happy to provide additional information. Also, at this point we are hoping the attached is adequate to move forward without refileing our proposals. However, if you feel it is necessary for us to do so, please let us know.

Best,

Karen

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Karen Hopper Wruck, PhD  
Dean's Distinguished Professor  
Associate Dean for Graduate Programs  
Professor of Finance, Fisher 200  
Fisher College of Business  
The Ohio State University  
voice: 614-688-5443  
fax: 614-573-6639

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## Responses to Questions Raised Regarding MBA Semester Conversion Proposal July 5, 2011

The memo below addresses each item raised by the committee in the order in which they were presented in Elliot's email.

### **Executive MBA Program:**

*The Committee felt that this program was well articulated and in very good shape. The only question raised was the necessity for clarification regarding the course Accounting 7910 which is listed in different places as 1.5 or 3 credit hours. Is this in error or simply a reflection of the course being repeatable?*

The EMBA program includes 3 X 3 credit electives and 2 X 1.5 credit electives. EMBA electives have historically been "special topics" courses developed by the faculty in response to the collective interests of a specific EMBA cohort. AMIS 7910 and the other departmental listings on the elective course list have been developed as enabling course numbers to accommodate this situation: these courses are both variable credit and repeatable.

### **MBA for the Working Professional:**

*The Committee took great issue with partial credit hours when they were sliced more finely than 0.5 credits and, consequently, led to very cumbersome numbers with difficult to justify substantive meaning applied to them in various places in the proposal. It is our understanding that this issue has been addressed and that 0.5 will be the smallest credit hour increment to be utilized in semester conversion.*

**RESPONSE:** Credit hours in the program have been modified such that 0.5 is the smallest credit hour unit. The attached graphic with the program plan illustrates this. Courses that were formerly submitted as 2.25 credits have been changed to 2.5 credit and the material to be presented and appropriate contact hours will be modified accordingly.

*Also questioned by the Committee was the characterization of "electives" in the proposal which did not meet its understanding of electives, per se, that is, regularly offered courses that are not required by the program. In the case of this program proposal it appears that electives are, in effect, specific special topics courses being offered on a semester-by-semester basis and required of all students. In this respect they can best be characterized as required special topics courses underscoring lesser student choice than suggested by the electives misnomer. Please address and clarify.*

**RESPONSE:** We apologize for the confusion created in our last submission. Electives offered to WP MBA are, in fact, electives that are not required core classes. Under semesters, however, WP MBA will have the option to take elective courses that count toward a "major" that we are calling a "concentration" to distinguish it

from majors in the full time MBA that require more intensive elective coursework. It is perhaps that case that we did not explain the idea of “concentrations” sufficiently clearly and that this lead to the impression that we are requiring students to take specific course sequences following the completion of the core. This is not the case. “Concentrations,” in fact, are optional, rather than required, for WP MBA students. It simply provides them with an opportunity to demonstrate depth in a subject area by concentrating their elective course choices in a particular area.

*A further concern was the way in which the program's Transition Plan appeared to be concerned primarily with reconciling credit hours and, consequently, it was not driven, necessarily, by substantive student needs, regardless of credit hour concerns. Please address and clarify.*

**RESPONSE:** Given the multiple entry points for our WP MBA program, there was recognition that different students may be in different stages of core and elective course completion spanning quarters and semesters. We believed it important, therefore, to have a simple means for students to determine when they would complete program requirements where there may be variance among students in terms of the total number of credit hours, depending on the mix of core and elective courses completed under quarters and semesters.

We decided, therefore, to define program completion for transition students to be completion of core course requirements plus a minimum number of total degree hours (close to, but not always exactly, the required 48 semester hours).

For our WP MBA students, we have a detailed plan in terms of how to transition them from quarters to semesters. The primary challenge is in terms of getting as many students as possible through as many core classes as possible prior to conversion. The attached spreadsheet shows the layout of our plan for each cohort group and how this will be accomplished depending upon when they started the WP MBA program. As the spreadsheet illustrates, we track each cohort through the program getting them close to the required 48 hours, but erring on the side of less than 48 when requiring 48 would result in a lengthening of the program for the students.

*On CAA p.28 there is a reference to a "Certificate" given to students fulfilling a specified global curriculum requirement. Such a certificate has no formal approval as a Graduate School Certificate Program and, consequently, should be removed from discussion in the proposal per se. While granting such a certificate is seemingly within local option, it is preferable to not give it the imprimatur as part of semester conversion.*

**RESPONSE:** Consider it removed.

*Finally, one minor correction to be made. The proposal references three starting points for the program---September, January and May. While CAA p. 18 references the September start date, CAA p.8 refers to an August start. Please clarify and correct.*

**RESPONSE:** It is August.

### **Full-Time MBA**

*On CAA p. 53 there is reference to "boundary crossing" courses which raised concerns in the Committee. Specifically, issues were raised about how such courses continuing in a non-standardized way across semesters and half semesters would impact both student scheduling/workload as well as faculty workload. What are the pedagogic reasons for and implications of such scheduling. Is there a danger of curriculum discontinuity and coherence being compromised through such a scheduling convention? Please address, further develop, elaborate and explain--perhaps utilizing an illustrative academic calendar.*

**RESPONSE:** In redesigning our curriculum for the Full-Time MBA, it was a priority to make sure students gained access to graduate work in the various functional areas in which they would be working in the first semester of the program (e.g. marketing, operations, finance). Under quarters, a competitive weakness in our program is that the students do not gain access to this content until January, yet have to interview for summer internship positions in these fields very early in the fall. Semester conversion provides an opportunity to address this weakness.

In order to do so, we have created core classes that "cross boundaries." For example, the equivalent of 1.5 credit hours of core finance in the second 7 weeks of fall and the equivalent of 1.5 credit hours of core finance in the first 7 weeks of spring. The attached curriculum graphic illustrates the academic calendar for full time MBA. This approach is very common practice among top MBA programs for the reason identified above. We have worked closely with department chairs in Fisher to assure that staffing and curriculum continuity will not be an issue. Overall, our strong view is that this is a competitive benefit for our Full-Time MBA program and that we can manage it in a way that is a great experience for our students.

*Finally, there is a need for clarification of the distinction between student majors and their "second" major. As it is written, Committee members were led to believe that that the second major could be more rigorous than the first in its requirements. Please clarify.*

**RESPONSE:** We apologize for any confusion created by the original document. As under quarters, each Full-Time MBA student is required to complete a major. Some students may choose to "double major," completing a second major, but this is not required. Completing a second major simply requires completing the course requirements for that major. It is no more or less rigorous than completing the first major (all majors are 12 credits, but the structure and number of required vs.

elective courses varies from major to major). Double majoring is not something we recommend for the typical student, but it is a possibility. We also lay out elective course sequences that would be useful for students interested in particular career paths or interested in shorter dives into functional areas in business, but none of these are required, hence they are not relevant to these documents (as the certificate mentioned above is not relevant).

The Ohio State University, Fisher College of Business, Full Time MBA Curriculum

Year 1

Pre-Term Program (2 weeks)	Fall Semester		Spring Semester		Year 1 - May Term (4 weeks)
	Term 1 (7 weeks)	Term 2 (7weeks)	Term 1 (7 weeks)	Term 2 (7weeks)	
Academic Preparation and Fundamentals	Managerial Economics* (2.5 credits)	Org Behavior (1.5 credits)	International Business (1.5 credits)	Strategy* (2.5 credits)	Optional: i4 Global Immersion
Workshop Core Kickoff: Ethics Matters	Data Analysis* (2.5 credits)	Operations 1 (1.5 credits)	Marketing 2 (1.5 credits)	Leadership (1.5 credits)	
Workshop Core Kickoff: Leadership	Marketing 1 (1.5 credits)	Finance 1 (1.5 credits)	Operations 2 (1.5 credits)	Elective (1.5 credits)	
Career Management Intro and Intake	Accounting (3 credits, 14 weeks)		Finance 2 (1.5 credits)	Elective (1.5 credits)	
	Workshop Core I (1.5 credits, 14 weeks) Ethics Matters & Leadership Development		Workshop Core 2 (1.5 credits, 14 weeks) Ethics Matters & Leadership Development		
* Accelerated core courses meet three times per week, other core classes meet twice a week					

Credit Hour Summary	
10 Core Courses	27 credit hours
21 Elective Courses	30 credit hours
<b>Total</b>	<b>57 credit hours</b>

Year 2

Fall Semester		Spring Semester	
Term 1 (7 weeks)	Term 2 (7weeks)	Term 1 (7 weeks)	Term 2 (7weeks)
Elective (1.5 credits)	Elective (1.5 credits)	Elective (1.5 credits)	Elective (1.5 credits)
Elective (1.5 credits)	Elective (1.5 credits)	Elective (1.5 credits)	Elective (1.5 credits)
Elective (1.5 credits)	Elective (1.5 credits)	Elective (1.5 credits)	Elective (1.5 credits)
Elective (1.5 credits)	Elective (1.5 credits)	Elective (1.5 credits)	Elective (1.5 credits)
Elective (1.5 credits)	Elective (1.5 credits)	Elective (1.5 credits)	Elective (1.5 credits)

Dated: June 2011, gray = required core, green = required workshop core, red = electives

\* Accelerated core courses meet three times per week, other core classes meet twice a week

Status: PENDING

**PROGRAM REQUEST**  
Master of Business Administration

Last Updated: Myers, Dena Elizabeth  
02/09/2011

**Fiscal Unit/Academic Org** Business Administration - D1000  
**Administering College/Academic Group** Business  
**Co-administering College/Academic Group**  
**Semester Conversion Designation** Re-envisioned with significant changes to program goals and/or curricular requirements (e.g., degree/major name changes, changes in program goals, changes in core requirements, structural changes to tracks/options/courses)  
**Current Program/Plan Name** Master of Business Administration  
**Proposed Program/Plan Name** Master of Business Administration  
**Program/Plan Code Abbreviation** MBA-MB  
**Current Degree Title** Master of Business Administration

**Credit Hour Explanation**

Program credit hour requirements		A) Number of credit hours in current program (Quarter credit hours)	B) Calculated result for 2/3rds of current (Semester credit hours)	C) Number of credit hours required for proposed program (Semester credit hours)	D) Change in credit hours
Total minimum credit hours required for completion of program		98	65.3	57.8	7.5
Required credit hours offered by the unit	Minimum	98	65.3	57.8	7.5
	Maximum	98	65.3	57.8	7.5
Required credit hours offered outside of the unit	Minimum	0	0.0	0	0.0
	Maximum	0	0.0	0	0.0
Required prerequisite credit hours not included above	Minimum	0	0.0	0	0.0
	Maximum	0	0.0	0	0.0

**Explain any change in credit hours if the difference is more than 4 semester credit hours between the values listed in columns B and C for any row in the above table**

The reduction of credit hour requirements by 8 hours brings us closer to our benchmark peers.

**Program Learning Goals**

Note: these are required for all undergraduate degree programs and majors now, and will be required for all graduate and professional degree programs in 2012. Nonetheless, all programs are encouraged to complete these now.

- Program Learning Goals**
- Learning Goal 1: Graduates are able to apply their knowledge & skills to solve business problems
  - Learning Goal 2: Graduates have a global perspective and an awareness of how cultural differences impact business
  - Learning Goal 3: Graduates are able to work and lead effectively in a team-based environment
  - Learning Goal 4: Graduates demonstrate professional deportment, self-awareness, leadership, polish and effective communication skills

**Assessment**

Assessment plan includes student learning goals, how those goals are evaluated, and how the information collected is used to improve student learning. An assessment plan is required for undergraduate majors and degrees. Graduate and professional degree programs are encouraged to complete this now, but will not be required to do so until 2012.

**Is this a degree program (undergraduate, graduate, or professional) or major proposal? Yes**

**Does the degree program or major have an assessment plan on file with the university Office of Academic Affairs? No**



**DIRECT MEASURES (means of assessment that measure performance directly, are authentic and minimize mitigating or intervening factors)**

**Classroom assignments**

- Embedded testing (i.e. specific questions in homework or exams that allow faculty to assess students' attainments of a specific learning goal)

**Direct assessment methods specifically applicable to graduate programs**

- Other: See attached

**INDIRECT MEASURES (means of assessment that are related to direct measures but are steps removed from those measures)**

**Additional types of indirect evidence**

- Peer review of program
- External program review
- Curriculum or syllabus review
- Comparison or benchmarking
- Other: See attached

**USE OF DATA (how the program uses or will use the evaluation data to make evidence-based improvements to the program periodically)**

- Meet with students directly to discuss their performance
- Analyze and discuss trends with the unit's faculty
- Analyze and report to college/school
- Analyze and report to accrediting organization
- Make improvements in curricular requirements (e.g., add, subtract courses)
- Make improvements in course content
- Make improvements in course delivery and learning activities within courses
- Periodically confirm that current curriculum and courses are facilitating student attainment of program goals
- Benchmark against best programs in the field

**Program Specializations/Sub-Plans**

If you do not specify a program specialization/sub-plan it will be assumed you are submitting this program for all program specializations/sub-plans.

**Pre-Major**

Does this Program have a Pre-Major? No

**Attachments**

- All Documents & Attachments for FT MBA Q2S Request.pdf: All documents & attachments for FT MBA

*(Other Supporting Documentation. Owner: Gomez-Bellenge,Francisco X)*

**Comments**

**Workflow Information**

Status	User(s)	Date/Time	Step
Submitted	Gomez-Bellenge,Francisco X	02/09/2011 01:50 PM	Submitted for Approval
Approved	O'Neill,Jill Ann	02/09/2011 01:51 PM	Unit Approval
Approved	O'Neill,Jill Ann	02/09/2011 01:52 PM	SubCollege Approval
Approved	Mangum,Stephen L	02/09/2011 01:56 PM	College Approval
Approved	Myers,Dena Elizabeth	02/09/2011 03:46 PM	GradSchool Approval
Pending Approval	Soave,Melissa A	02/09/2011 03:46 PM	CAA Approval

Status: PENDING

**PROGRAM REQUEST**  
Master of Business Administration

Last Updated: Myers, Dena Elizabeth  
02/09/2011

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January 31, 2011

Provost Joseph A. Alutto  
Office of Academic Affairs  
203 Bricker Hall

Dear Joe:

RE: Proposed Semester Conversion for Full-Time MBA Degree Program

On behalf of the Fisher College of Business, we recommend approval of the proposed revision to the existing Full-Time track (FT-MBA) of the MBA Degree Program to accommodate conversion to a semester-system schedule.

The FT-MBA program track is a two-year professional master's program that consists of 13 core courses taken across the five academic departments within the Fisher College of Business, a 12-credit hour major that each individual student selects from among those offered by the college, and electives through which students can build significant flexibility, individuality and specialized knowledge into their degree program.

Responsibility for the program is vested in the MBA Program Committee. Professor and Associate Dean for Graduate Programs Karen Wruck chairs this committee.

The proposed FT-MBA program revisions were developed and approved by the MBA Program Committee, which includes faculty representation from all five Fisher College of Business academic departments. Majors were developed by the academic departments in fall 2010 and approved by the MBA Programs Committee. The Program Proposal was approved at the College Faculty meeting on 19 May 2010.

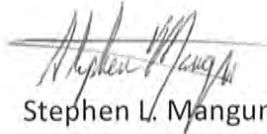
We concur with the recommendation of the faculty MBA Programs Committee and the College Faculty and recommend the proposed FT-MBA curriculum and courses be approved.

Office of the Dean

Sincerely,



Christine A. Poon  
Dean and John W. Berry, Sr. Chair in Business



Stephen L. Mangum  
Senior Associate Dean and Professor of MHR



February 8, 2011

Dr. Joseph A. Alutto  
Executive Vice President and Provost  
The Ohio State University  
CAMPUS

Dear Joe:

I am writing on behalf of the MBA Programs Committee and the Fisher College of Business faculty to recommend the proposed revision to the existing Full-Time MBA Program (FTMBA) to accommodate the conversion from a quarter system to a semester system schedule.

#### Background

The FTMBA Program has been in existence since 1933 and was most recently revised in 1996. The FTMBA was last reviewed externally in 2009 by the Association to Advance Collegiate Schools of Business, the major accreditation group for leading business schools.

The FTMBA is highly regarded, having recently been ranked 21<sup>st</sup> in the nation by *U.S. News & World Report*. Additionally, the Accounting, Finance, Marketing, Production/Operations and Supply Chain/Logistics specializations are all ranked in the top 20.

A detailed benchmarking of 18 MBA programs in semester schools was undertaken in conjunction with an internal review and evaluation. Program changes were made to address a number of challenges identified in this process. These challenges include: concern that students are not exposed to functional area knowledge early enough in the program; insufficient integration across key core disciplines; important, student perception that important mandatory work is currently delivered in a "not for credit" format; and a need for a more formalized, structured global experiences with an action-based orientation.

#### Proposed Semester curriculum

Major program elements of the proposed semester based program are as follows:

- A core consisting of 13 courses and 23.25 credits
- An interdisciplinary Workshop Core (3 credits)
- An optional Global Experience/Global Projects May Term
- A required major (typically eight 1.5-credit semester courses or 12 semester credit hours), with 13 additional elective courses allowing students to select a second major and/or can take clusters of courses (informal Minors or Specializations) that develop expertise in a business approach or area that cuts across functional disciplines.

Senior Associate Dean

The new global requirement provides flexibility for those with financial limits or prior international experience. A new action-based learning requirement is incorporated into the core. New also is access to functional content in the first term of study, early access to electives and an increased number of electives. A new workshop core class now provides credit for mandatory academic enrichment activities that complement classroom work but are outside of core courses and electives. This class also provides focused cross-course integration.

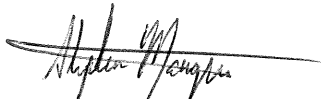
The reduction of credit hour requirements by 8 hours brings us closer to our benchmark peers. To allow for more flexibility in scheduling and greater elective choices, the program is adopting a common practice among top MBA programs in semester schools; the adoption of a seven-week 1.5 credit format for most courses.

In the attachments you will find the required materials for conversion of the FT MBA Program from a quarter to a semester system.

The proposed FT MBA program revisions were developed and approved by the MBA Program Committee, which includes faculty representation from all five Fisher College of Business academic departments. The Program Proposal was approved at the College Faculty meeting on 19 May 2010.

I concur with the faculty of MBA Programs Committee and Fisher College of Business Faculty that the proposed program be approved.

Sincerely,

A handwritten signature in black ink, appearing to read "Stephen Mangum", written over a horizontal line.

Stephen Mangum  
Professor of Management and Human Resources and  
Senior Associate Dean

## Program Rationale Statement

In the context of semester conversion the MBA Program Committee undertook a systematic review of its program tracks in the context of the competitive environment in which these program tracks operate. With regard to the full time track of the MBA program a number of challenges were identified. Those identified of key importance include: 1) relative to benchmark schools Fisher MBA students do not get introductory exposure to functional areas as early in their program, potentially putting them at competitive disadvantage in internship interviews; 2) the current program includes significant content and required work in not for credit settings, which students tend to resent or otherwise view as less important than the credit bearing coursework; and 3) insufficient integration across core courses. In addition to addressing these challenges through the changes put forward, the program leadership sought to systematize action based learning opportunities in the program and to require additional international content and exposure.

The changes made in response to these challenges and initiatives are: A global requirement with flexibility for those with financial limits or prior international experience; addition of an action-based learning requirement; access to functional content in the first term of study; focused cross-course integration and addition of a workshop core class. These actions, coupled with a reduction of credit hour requirements by 8 hours differentiates the program in content relative to peers while bringing us closer to our benchmark peers in terms of credit hours to graduation.

In addition, to allow for more flexibility in scheduling and greater elective choices the program is adopting a common practice among top MBA programs in semester schools; the adoption of a seven-week 1.5 credit format for most courses.

For details, see “Fisher/OSU Full Time and Working Professional MBA Programs Semester Conversion Summary & Overview”.



## List of Semester Courses for FTMBA

Department	Course #	Credits	Title
<b>Required Courses offered by the unit</b>			
<b>Core</b>			
MBA	6241	2.25	Managerial Economics
MBA	6201	1.5	Leadership I
MBA	6271	2.25	Data Analysis for Managers
MBA	6231	1.5	Operations I
MBA	6251	1.5	Marketing I
MBA	6221	1.5	Finance I
MBA	6211	3	Accounting
MBA	6281	1.5	Workshop Core I
MBA	6261	1.5	International Business
MBA	6291	2.25	Strategy
MBA	6252	1.5	Marketing II
MBA	6202	1.5	Leadership II
MBA	6232	1.5	Operations II
MBA	6222	1.5	Finance II
MBA	6282	1.5	Workshop Core II
<b>Majors (One Required)</b>			
<b>Financial Reporting &amp; Analysis Major</b>			
<b>Required</b>			
ACCT-MIS	7200	1.5	Corporate Financial Reporting I
ACCT-MIS	7220	1.5	Financial Statement Analysis
<b>Electives (9 Semester Credit Hours Required)</b>			
ACCT-MIS	7201	1.5	Corporate Financial Reporting II
ACCT-MIS	7230	1.5	Merger & Acquisition Accounting
ACCT-MIS	7250	1.5	Government & Not-for-Profit Accounting
ACCT-MIS	7310	1.5	Managerial Accounting
ACCT-MIS	7330	1.5	Managerial Control Systems
ACCT-MIS	7400	1.5	Tax Planning for Managerial Decisions
ACCT-MIS	7500	1.5	Auditing Principles
ACCT-MIS	7510	1.5	Assurance Services
ACCT-MIS	7520	1.5	Fraud Examination
ACCT-MIS	7530	1.5	Fraud Detection



ACCT-MIS	7640	1.5	Data Mining
BUS-FIN	7210	1.5	Financial Management
BUS-FIN	7212	1.5	Corporate Finance
BUS-FIN	7220	1.5	Securities Markets
BUS-FIN	7230	1.5	Derivatives I
BUS-FIN	7214	1.5	Strategic Cases in Finance
BUS-FIN	7290	1.5	Risk Management I
<b>Finance Major</b>			
<b>Base Courses – 3 Required</b>			
BUS-FIN	7210	1.5	Corporate Finance I
BUS-FIN	7220	1.5	Investments I
BUS-FIN	7230	1.5	Derivatives I
<b>Select one of three tracks</b>			
<b>Corporate Track</b>			
<b>Required Courses</b>			
BUS-FIN	7260	1.5	Financial Institutions
BUS-FIN	7212	1.5	Corporate Finance II
BUS-FIN	7213	1.5	Corporate Finance III
BUS-FIN	7214	1.5	Corporate Finance IV
<b>Electives (Select one)</b>			
BUS-FIN	7226	1.5	Behavioral Finance
BUS-FIN	7280	1.5	Legal Business Issues
BUS-FIN	7215	1.5	Entrepreneurial Finance
BUS-FIN	7216	1.5	Private Equity
BUS-FIN	7221	1.5	Financial Modeling
BUS-FIN	7270	1.5	Real Estate I
BUS-FIN	7272	1.5	Real Estate II
BUS-FIN	7222	1.5	Investments III
BUS-FIN	7260	1.5	Insurance
BUS-FIN	7290	1.5	Risk Management I
BUS-FIN	7250	1.5	International Finance
<b>Investments Track</b>			
<b>Required</b>			
BUS-FIN	7222	1.5	Investments III
BUS-FIN	7232	1.5	Derivatives II
BUS-FIN	7223	1.5	Investments IV

<b>Electives (Select one)</b>			
BUS-FIN	7226	3	Student Investment Management
BUS-FIN	7224	1.5	Trading and Markets
<i>If Trading and Markets, select an additional elective</i>			
BUS-FIN	7226	1.5	Behavioral Finance
BUS-FIN	7260	1.5	Insurance
BUS-FIN	7212	1.5	Corporate Finance II
BUS-FIN	7250	1.5	International Finance
BUS-FIN	7215	1.5	Entrepreneurial Finance
BUS-FIN	7280	1.5	Legal Business Issues
BUS-FIN	7260	1.5	Financial Institutions
BUS-FIN	7221	1.5	Financial Modeling
BUS-FIN	7270	1.5	Real Estate I
BUS-FIN	7272	1.5	Real Estate II
<b>Risk Management Track</b>			
<b>Required Courses</b>			
BUS-FIN	7260	1.5	Financial Institutions
BUS-FIN	7222	1.5	Investments III
BUS-FIN	7290	1.5	Risk Management I
BUS-FIN	7291	1.5	Risk Management II
<b>Electives (Select one)</b>			
BUS-FIN	7226	1.5	Behavioral Finance
BUS-FIN	7250	1.5	International Finance
BUS-FIN	7212	1.5	Corporate Finance II
BUS-FIN	7280	1.5	Legal Business Issues
BUS-FIN	7232	1.5	Derivatives II
BUS-FIN	7216	1.5	Private Equity
BUS-FIN	7215	1.5	Entrepreneurial Finance
BUS-FIN	7221	1.5	Financial Modeling
BUS-FIN	7270	1.5	Real Estate I
BUS-FIN	7272	1.5	Real Estate II
BUS-FIN	7260	1.5	Insurance
BUS-FIN	7224	1.5	Trading and Markets
<b>Operations &amp; Logistics Major</b>			
<b>Base Courses-2 required</b>			
BUS-M&L	7380	1.5	Strategic Logistics Management

BUS-M&L	7383	1.5	Supply Chain Management
<b>Select one of three tracks</b>			
<b>Logistics Track</b>			
<b>Required Courses</b>			
BUS-M&L	7381	1.5	Logistics Decisions & Control
BUS-M&L	7382	1.5	Logistics Analytics
BUS-M&L	7386	1.5	Logistics Technology & Application
<b>Electives (4.5 credits required)</b>			
BUS-M&L	7388	3	Field Problems in Logistics
ISE	(Old 762)	3	Warehouse and Facility Design
BUS-MGT	7231	1.5	Operations Planning & Control
BUS-MGT	7232	1.5	Matching Supply & Demand
BUS-MGT	7233	1.5	Global Sourcing I
BUS-MGT	7234	1.5	Global Sourcing II
BUS-MGT	7241	1.5	Lean Management
BUS-MGT	7242	1.5	Six Sigma Principles I
BUS-MGT	7243	1.5	Six Sigma Principles II
BUS-MGT	7244	3	Six Sigma Projects
BUS-MGT	7223	1.5	Project Management I
<b>Operations Track</b>			
<b>Required Courses</b>			
BUS-MGT	7232	1.5	Matching Supply & Demand
BUS-MGT	7233	1.5	Global Sourcing I
BUS-MGT	7242	1.5	Six Sigma Principles I
<b>Electives (4.5 credits required)</b>			
BUS-MGT	7231	1.5	Operations Planning & Control
BUS-MGT	7232	1.5	Matching Supply & Demand
BUS-MGT	7234	1.5	Global Sourcing II
BUS-MGT	7241	1.5	Lean Management
BUS-MGT	7243	1.5	Six Sigma Principles II
BUS-MGT	7244	3	Six Sigma Projects
BUS-MGT	7223	1.5	Project Management I
BUS-MGT	7201	1.5	Service Operations
BUS-MGT	7251	1.5	Operations Strategy
BUS-MGT	7202	1.5	Managing Health Care I
BUS-MGT	7203	1.5	Managing Health Care II

<b>Supply Chain Track</b>			
<b>Required Courses</b>			
BUS-M&L	7381	1.5	Logistics Decisions & Control
BUS-M&L	7384	1.5	Supply Chain Management Tools
BUS-MGT	7231	1.5	Operations Planning & Control
BUS-MGT	7232	1.5	Matching Supply & Demand
<b>Electives-3 credits required</b>			
BUS-M&L	7388	3	Field Problems in Logistics
BUS-M&L	7382	1.5	Logistics Analytics
BUS-M&L	7386	1.5	Logistics Technology & Application
BUS-MGT	7233	1.5	Global Sourcing I
BUS-MGT	7234	1.5	Global Sourcing II
BUS-MGT	7241	1.5	Lean Management
BUS-MGT	7242	1.5	Six Sigma Principles I
BUS-MGT	7243	1.5	Six Sigma Principles II
BUS-MGT	7244	3	Six Sigma Projects
<b>Marketing Major</b>			
<b>Required</b>			
BUS-M&L	7XXX	1.5	Marketing Strategy
BUS-M&L	7201	1.5	Marketing Research and Analytics
<b>Select one of the following</b>			
BUS-M&L	7202	1.5	Consumer Behavior
BUS-M&L	7203	1.5	Advertising and Promotions
<b>Electives (7.5 credit hours required)</b>			
BUS-M&L	7202	1.5	Consumer Behavior (if not selected above)
BUS-M&L	7203	1.5	Advertising and Promotions (if not selected above)
BUS-M&L	7208	1.5	Emerging Media
BUS-M&L	7204	1.5	Product Management
BUS-M&L	7205	1.5	Services Marketing
BUS-M&L	7215	1.5	Global Market Management
BUS-M&L	7212	1.5	Business to Business Marketing
BUS-M&L	7217	3	Field Studies
BUS-M&L	7207	1.5	Pricing Strategies & Tactics
BUS-M&L	7206	1.5	Brand Management
BUS-M&L	7209	1.5	Strategic Sales Force Management
BUS-M&L	7213	1.5	Marketing Innovation Practice
BUS-M&L	7214	1.5	Multi-Chanel Marketing

BUS-M&L	7216	1.5	Social Marketing
<b>Leadership and Change Management Major (12 credits required)</b>			
<b>Required Base Course</b>			
BUS-MHR	7249	1.5	Negotiations
<b>Select one of four tracks</b>			
<b>Leadership Track (10.5 credits required)</b>			
<b>Required</b>			
BUS-MHR	72XX	1.5	Advanced Leadership
<b>Electives</b>			
<b>Select at least 1.5 credits from the following</b>			
BUS-MHR	7221	1.5	Leadership Values and Decision Making
BUS-MHR	7610	1.5	Business Ethics
<b>Select at least 3 credits from the following</b>			
BUS-MHR	7225	1.5	Crisis Leadership
BUS-MHR	7226	1.5	Transformative Leadership I
BUS-MHR	7227	1.5	Transformative Leadership II
BUS-MHR	7222	1.5	Creating Leadership Legacy
<b>Select at least 3 credits from the following</b>			
BUS-MHR	7241	1.5	Advanced Managerial Negotiations
BUS-MHR	7242	1.5	International Negotiations
BUS-MHR	7231	1.5	Building Professional Services
BUS-MHR	7224	1.5	Organizational Turnarounds
BUS-MHR	7230	1.5	Developing High-Performance Groups
BUS-MHR	7223	1.5	Implementation
BUS-MHR	7220	1.5	Execution
BUS-MHR	7232	1.5	Leading and Managing Change
<b>Change Track (10.5 credits required)</b>			
<b>Required</b>			
BUS-MHR	7232	1.5	Leading and Managing Change
<b>Select 9 credits from the following</b>			

BUS-MHR	7241	1.5	Advanced Managerial Negotiations
BUS-MHR	7242	1.5	International Negotiations
BUS-MHR	7224	1.5	Organizational Turnarounds
BUS-MHR	7230	1.5	Developing High-Performance Groups
BUS-MHR	7223	1.5	Implementation
BUS-MHR	7225	1.5	Crisis Leadership
BUS-MHR	7226	1.5	Transformative Leadership I
BUS-MHR	7227	1.5	Transformative Leadership II
<b>Sustainability and Social Responsibility (10.5 credits required)</b>			
<b>Required</b>			
BUS-MHR	7610	1.5	Business Ethics
<b>Select 9 credits from the following</b>			
BUS-MHR	7640	1.5	Sustainability
BUS-MHR	7641	1.5	Sustainability Applications
BUS-MHR	7642	3	Sustainability Project
BUS-MHR	7540	1.5	Field Study in Micro-enterprise in Developing Economies
BUS-MHR	7016	1.5	Social enterprise in Base-of-the-pyramid markets
BUS-MHR	7221	1.5	Leadership Values and Decision Making
BUS-MHR	7222	1.5	Creating Leadership Legacy
<b>Consulting Track (10.5 credits required)</b>			
<b>Required</b>			
BUS-MHR	7425	1.5	Strategic Alliances
<b>Select at least 3 credits from the following</b>			
BUS-MHR	7461	3	Innovation Field Study
BUS-MHR	7017	3	International Projects
BUS-MHR	7430	3	Business Solution Teams
BUS-MHR	7020-21	4.5	Global Labs I & II
<b>Select at least 6 credits from the following</b>			
BUS-MHR	7231	1.5	Building Professional Services
BUS-MHR	7232	1.5	Leading and Managing Change
BUS-MHR	7412	1.5	Competitive Analysis
BUS-MHR	7413	1.5	Advanced Competitive Analysis
BUS-MHR	7223	1.5	Implementation
BUS-MHR	7220	1.5	Execution
BUS-MHR	7424	1.5	Strategic Implementation
BUS-MGT	7223	1.5	Project Management

<b>International Business Major (12 credits in addition to an international experience requirement)</b>			
<b>Required international experience (variable credits: credits count toward 9-credit requirement below)</b>			
BUS-MHR	7020	1.5	Global Lab I
BUS-MHR	7021	3	Global Lab II
<b>or</b>			
BUS-MHR	7XXX	?	Fisher Professional Services Summer Program
<b>or</b>			
International Internship			
<b>Required</b>			
BUS-MHR	7010	1.5	Advanced Topics in Multinational Business
BUS-MHR	7012	1.5	International Strategy
<b>Select at least 9 credits from the following</b>			
BUS-MHR	7020	1.5	Global Lab I
BUS-MHR	7021	3	Global Lab II
BUS-MHR	7XXX	?	Fisher Professional Services Summer Program
BUS-MHR	7013	1.5	China and Its Implications
BUS-MHR	7011	3	International Simulation
BUS-MHR	7014	1.5	Global Mgt of Intellectual Property
BUS-MHR	7525	1.5	Global Innovation & Entrepreneurial Leadership
BUS-MHR	7242	1.5	International negotiations
BUS-MHR	7017	3	International Project
BUS-MHR	7016	1.5	Social Enterprise in Base of the Pyramid
BUS-MHR	7350	1.5	International Human Resources
BUS-FIN	7250	1.5	International Finance
BUS-MGT	7233	1.5	Global Sourcing
BUS-M&L	7215	1.5	Global Marketing Management
<b>Strategic Management Major</b>			
<b>Select at least 9 credits from the following</b>			
BUS-MHR	7414	1.5	Vertical Integration, Outsourcing & Firm Performance
BUS-MHR	7415	1.5	Corporate Diversification
BUS-MHR	7420	1.5	Mergers, Acquisitions, and Corp Development
BUS-MHR	7412	1.5	Competitive Analysis
BUS-MHR	7413	1.5	Advanced Competitive Analysis
BUS-MHR	7425	1.5	Strategic Alliances
BUS-MHR	7423	1.5	Strategic Dynamics
BUS-MHR	7422	1.5	Strategic Bankruptcy

BUS-MHR	7418	1.5	Strategic Corporate Restructuring
BUS-MHR	7460	1.5	Innovation Management
BUS-MHR	7461	1.5	Technology & Innovation Strategy
BUS-MHR	7421	3	<i>Intopia: Applied Competitive Strategy</i>
BUS-MHR	7430	3	Business Solution Teams
<b>Select no more than 3 credits</b>			
BUS-MHR	7424	1.5	Strategic Implementation
BUS-MHR	7232	1.5	Leading and Managing Change
BUS-MHR	7226	1.5	Transformative Leadership I
BUS-MHR	7227	1.5	Transformative Leadership II

<b>Electives</b>			
ACCT&MIS	7010.	1.5	ETHICAL CHALLENGES IN ACCOUNTING AND BUSINESS
ACCT&MIS	7200.	1.5	CORPORATE FINANCIAL REPORTING I
ACCT&MIS	7201.	1.5	CORPORATE FINANCIAL REPORTING II
ACCT&MIS	7210.	1.5	FINANCIAL INFORMATION AND VALUATION
ACCT&MIS	7220.	1.5	FINANCIAL STATEMENT ANALYSIS
ACCT&MIS	7230.	1.5	ACCOUNTING FOR MERGERS AND ACQUISITIONS (AND OTHER COMPLEX TRANSACTION)
ACCT&MIS	7240.	1.5	INTERNATIONAL FINANCIAL REPORTING STANDARDS
ACCT&MIS	7250.	1.5	GOVERNMENTAL AND NON-PROFIT ACCOUNTING
ACCT&MIS	7300.	1.5	COST ACCOUNTING
ACCT&MIS	7310.	1.5	MANAGERIAL ACCOUNTING FOR DECISION MAKING
ACCT&MIS	7320.	1.5	ADVANCED ACCOUNTING ANALYSIS FOR THE CONTROLLERSHIP FUNCTION
ACCT&MIS	7330.	1.5	MANAGEMENT CONTROL SYSTEMS
ACCT&MIS	7400.	1.5	TAX PLANNING FOR MANAGERIAL DECISION MAKING
ACCT&MIS	7410.	1.5	TAX ACCOUNTING II
ACCT&MIS	7420.	0.5-3.0	TAX ACCOUNTING III
ACCT&MIS	7500.	1.5	AUDITING PRINCIPLES AND PROCEDURES
ACCT&MIS	7510.	1.5	ASSURANCE SERVICES AND INFORMATION QUALITY
ACCT&MIS	7520.	1.5	FRAUD EXAMINATION
ACCT&MIS	7530.	1.5	FRAUD DETECTION
ACCT&MIS	7600.	1.5	CORPORATE INFORMATION SYSTEMS MANAGEMENT
ACCT&MIS	7610.	1.5	SYSTEM ANALYSIS AND DESIGN FOR MANAGERS
ACCT&MIS	7620.	1.5	MANAGEMENT OF CORPORATE DATA RESOURCES
ACCT&MIS	7630.	1.5	EMERGING TECHNOLOGIES AND ELECTRONIC COMMERCE
ACCT&MIS	7640.	1.5	DATA MINING FOR BUSINESS INTELLIGENCE



ACCT&MIS	7784.	1.5	TAX RESEARCH
BUS-FIN	7210.	1.5	Corporate I
BUS-FIN	7212.	1.5	Corporate II
BUS-FIN	7213.	1.5	Corporate III
BUS-FIN	7214.	1.5	Corporate IV
BUS-FIN	7215.	1.5	Entrepreneurial Finance
BUS-FIN	7216.	1.5	Private Equity
BUS-FIN	7220.	1.5	Investments I
BUS-FIN	7221.	1.5	Financial Modeling
BUS-FIN	7222.	1.5	Investments II
BUS-FIN	7223.	1.5	Investments III
BUS-FIN	7224.	1.5	Trading & Markets
BUS-FIN	7225.	3.0	Student Investment Management
BUS-FIN	7225.	1.5	Behavioral Finance
BUS-FIN	7230.	1.5	Derivatives I
BUS-FIN	7232.	1.5	Derivatives II
BUS-FIN	7250.	1.5	International Finance
BUS-FIN	7260.	1.5	Financial Institutions
BUS-FIN	7260.	1.5	Insurance
BUS-FIN	7270.	1.5	Real Estate I
BUS-FIN	7270.	1.5	History of Financial Thought
BUS-FIN	7272.	1.5	Real Estate II
BUS-FIN	7280.	1.5	Legal Business Issues
BUS-FIN	7290.	1.5	Risk Management I
BUS-FIN	7291.	1.5	Risk Management II
BUS-FIN	7500.	3.0	Recent Advances in Financial Markets
BUS-FIN	7521.	1.5	Financial Modeling
BUS-MHR	7010.	1.5	Advanced topics in Multinational Business
BUS-MHR	7011.	1.5	International Business Simulation
BUS-MHR	7012.	1.5	International Strategy
BUS-MHR	7013.	1.5	China and Its Global Business Implications
BUS-MHR	7014.	1.5	Global Management of Intellectual Property
BUS-MHR	7015.	1.5	The Globalization of Smaller Firms
BUS-MHR	7016.	1.5	Social enterprise in Base-of-the Pyramid Markets
BUS-MHR	7017.	3.0	International Projects
BUS-MHR	7020.	1.5	Global Labs-I
BUS-MHR	7021.	3.0	Global Labs-II
BUS-MHR	7220.	1.5	Mastery in Execution
BUS-MHR	7221.	1.5	Leadership Values and Decision Making

BUS-MHR	7222.	1.5	Advanced Topics in Leadership: Building Your Leadership Legacy
BUS-MHR	7223.	1.5	Advanced Topics in Leadership Effectiveness: \Implementation
BUS-MHR	7224.	1.5	Organizational Turnarounds
BUS-MHR	7225.	1.5	Crisis Leadership
BUS-MHR	7226.	1.5	Foundations of Transformational Leadership-I
BUS-MHR	7227.	1.5	Foundations of Transformational Leadership-II
BUS-MHR	7230.	1.5	Developing High Performance Teams
BUS-MHR	7231.	1.5	Building Professional Services
BUS-MHR	7232.	1.5	Leading and Managing Change
BUS-MHR	7240.	1.5	Managerial Negotiations
BUS-MHR	7241.	1.5	Advanced Managerial Negotiation
BUS-MHR	7242.	1.5	International Negotiations and Deal Making
BUS-MHR	7350.	1.5	International Human Resources
BUS-MHR	7412.	1.5	Competitive Analysis
BUS-MHR	7413.	1.5	Advanced Competitive Analysis
BUS-MHR	7414.	1.5	Vertical Integration, Outsourcing, & Firm Performance
BUS-MHR	7415.	1.5	Corporate Diversification
BUS-MHR	7418.	1.5	Strategic Corporate Restructuring
BUS-MHR	7420.	1.5	Mergers, Acquisitions and Corporate Development
BUS-MHR	7421.	3.0	Intopia: Applied Competitive Strategy
BUS-MHR	7422.	1.5	Strategic Bankruptcy
BUS-MHR	7423.	1.5	Strategic Dynamics
BUS-MHR	7424.	1.5	Strategic Implementation
BUS-MHR	7425.	1.5	Strategic Alliances
BUS-MHR	7430.	3.0	Business Solutions Teams
BUS-MHR	7460.	1.5	Innovation Management
BUS-MHR	7461.	1.5	Technology and Innovation Strategy
BUS-MHR	7520.	1.5	Entrepreneurship and Introduction to Business Plans
BUS-MHR	7521.	1.5	Professionalizing the Business Plan
BUS-MHR	7525.	1.5	Global innovation and entrepreneurship leadership
BUS-MHR	7526.	1.5	Starting a retail or product business
BUS-MHR	7530.	1.5	Technology Entrepreneurship and Commercialization
BUS-MHR	7531.	1.5	Technology Ventures
BUS-MHR	7535.	1.5	The accelerator
BUS-MHR	7540.	1.5	Field study in micro enterprise in developing economies
BUS-MHR	7600.	2.3	Organizations, Markets and Management
BUS-MHR	7605.	3.0	The Business of College Sports
BUS-MHR	7610.	1.5	Business Ethics
BUS-MHR	7630.	1.5	Creativity: Skills and Practice
BUS-MHR	7640.	1.5	Strategies for Business Sustainability: Principles and Concepts

BUS-MHR	7641.	1.5	Strategies for Business Sustainability: Applications and Solutions
BUS-MHR	7642.	3.0	Project Experience in Business Sustainability
BUS-MHR	7660.	1.5	Innovation Practice
BUS-MHR	7661.	1.5	Innovations in Digital and eCommerce Management
BUS-MHR	7662.	1.5	Creativity and Ideation
BUS-MHR	7663.	1.5	Psychological issues in organizational Innovation
BUS-MHR	7665.	3.0	Innovation Field Studies
BUS-MHR	7689.	1.5	Washington Campus
BUS-MGT	7201.	1.5	Service Operations
BUS-MGT	7202.	1.5	The Business of Healthcare
BUS-MGT	7203.	1.5	Healthcare Operations, Quality and Patient Safety
BUS-MGT	7204.	1.5	Managing Continuous Process Improvement in Healthcare
BUS-MGT	7221.	1.5	Introduction to Decision Making
BUS-MGT	7222.	1.5	Simulation, Risk Analysis, and Decision Making
BUS-MGT	7223.	1.5	Project Management: Senior Manager Issues (Part I)
BUS-MGT	7224.	1.5	Project Management: Project Manager Issues (Part II)
BUS-MGT	7231.	1.5	Manufacturing Planning and Control for Supply Chain Management
BUS-MGT	7232.	1.5	Supply Chain Analytics: Matching Supply with Demand
BUS-MGT	7233.	1.5	Organizing for Effective Global Sourcing (Global Sourcing I)
BUS-MGT	7234.	1.5	Managing for Effective Global Sourcing (Global Sourcing II)
BUS-MGT	7241.	1.5	Lean Enterprise Leadership
BUS-MGT	7242.	1.5	Six Sigma Black Belt Principles I
BUS-MGT	7243.	1.5	Six Sigma Black Belt Principles II
BUS-MGT	7244.	3.0	Six Sigma Projects
BUS-MGT	7251.	1.5	Operations and Supply Chain Strategy
BUS-MGT	7252.	1.5	Technology Management
BUS-MGT	7253.	1.5	Sustainable Operations
BUS-MGT	7254.	1.5	Introduction to the Global Energy Industry
BUS-M&L	7201.	1.5	Marketing Research and Analytics
BUS-M&L	7202.	1.5	Consumer Behavior
BUS-M&L	7203.	1.5	Advertising and Promotion Management
BUS-M&L	7204.	1.5	Product Management
BUS-M&L	7205.	1.5	Services Marketing
BUS-M&L	7206.	1.5	Brand Management
BUS-M&L	7207.	1.5	Pricing Strategies & Tactics
BUS-M&L	7208.	1.5	Emerging Media
BUS-M&L	7209.	1.5	Strategic Sales Force Management

BUS-M&L	7212.	1.5	Business-to-business Marketing
BUS-M&L	7213.	1.5	Marketing Innovation Practice
BUS-M&L	7214.	1.5	Multi-channel Marketing
BUS-M&L	7215.	1.5	Global Market Management
BUS-M&L	7216.	1.5	Social Marketing
BUS-M&L	7217.	3.0	Field Studies
BUS-M&L	7380.	1.5	Strategic Logistics Management
BUS-M&L	7381.	1.5	Logistics Decision Making
BUS-M&L	7382.	1.5	Logistics Analytics
BUS-M&L	7383.	1.5	Supply Chain Management
BUS-M&L	7384.	1.5	Supply Chain Management Tools
BUS-M&L	7385.	1.5	Building a Sustainable Supply chain
BUS-M&L	7386.	1.5	Logistics Technology and Application
BUS-M&L	7387.	1.5	Lean Logistics
BUS-M&L	7388.	3.0	Field Problems in Logistics

## FTMBA Semester Advising Sheet

Department	Course #	Credits	Title
<b>Required Courses offered by the unit</b>			
<b>Core</b>			
MBA	6241	2.25	Managerial Economics
MBA	6201	1.5	Leadership I
MBA	6271	2.25	Data Analysis for Managers
MBA	6231	1.5	Operations I
MBA	6251	1.5	Marketing I
MBA	6221	1.5	Finance I
MBA	6211	3	Accounting
MBA	6281	1.5	Workshop Core I
MBA	6261	1.5	International Business
MBA	6291	2.25	Strategy
MBA	6252	1.5	Marketing II
MBA	6202	1.5	Leadership II
MBA	6232	1.5	Operations II
MBA	6222	1.5	Finance II
MBA	6282	1.5	Workshop Core II
<b>Majors (One Required)</b>			

<b>Financial Reporting &amp; Analysis Major</b>			
<b>Required</b>			
ACCT-MIS	7200	1.5	Corporate Financial Reporting I
ACCT-MIS	7220	1.5	Financial Statement Analysis
<b>Electives (9 Semester Credit Hours Required)</b>			
ACCT-MIS	7201	1.5	Corporate Financial Reporting II
ACCT-MIS	7230	1.5	Merger & Acquisition Accounting
ACCT-MIS	7250	1.5	Government & Not-for-Profit Accounting
ACCT-MIS	7310	1.5	Managerial Accounting
ACCT-MIS	7330	1.5	Managerial Control Systems
ACCT-MIS	7400	1.5	Tax Planning for Managerial Decisions
ACCT-MIS	7500	1.5	Auditing Principles
ACCT-MIS	7510	1.5	Assurance Services
ACCT-MIS	7520	1.5	Fraud Examination
ACCT-MIS	7530	1.5	Fraud Detection
ACCT-MIS	7640	1.5	Data Mining
BUS-FIN	7210	1.5	Financial Management
BUS-FIN	7212	1.5	Corporate Finance
BUS-FIN	7220	1.5	Securities Markets
BUS-FIN	7230	1.5	Derivatives I
BUS-FIN	7214	1.5	Strategic Cases in Finance
BUS-FIN	7290	1.5	Risk Management I

<b>Finance Major</b>			
<b>Base Courses – 3 Required</b>			
BUS-FIN	7210	1.5	Corporate Finance I
BUS-FIN	7220	1.5	Investments I
BUS-FIN	7230	1.5	Derivatives I
<b>Select one of three tracks</b>			
<b>Corporate Track</b>			
<b>Required Courses</b>			
BUS-FIN	7260	1.5	Financial Institutions
BUS-FIN	7212	1.5	Corporate Finance II
BUS-FIN	7213	1.5	Corporate Finance III
BUS-FIN	7214	1.5	Corporate Finance IV
<b>Electives (Select one)</b>			
BUS-FIN	7226	1.5	Behavioral Finance
BUS-FIN	7280	1.5	Legal Business Issues
BUS-FIN	7215	1.5	Entrepreneurial Finance
BUS-FIN	7216	1.5	Private Equity
BUS-FIN	7221	1.5	Financial Modeling
BUS-FIN	7270	1.5	Real Estate I
BUS-FIN	7272	1.5	Real Estate II
BUS-FIN	7222	1.5	Investments III
BUS-FIN	7260	1.5	Insurance
BUS-FIN	7290	1.5	Risk Management I
BUS-FIN	7250	1.5	International Finance
<b>Investments Track</b>			
<b>Required</b>			
BUS-FIN	7222	1.5	Investments III
BUS-FIN	7232	1.5	Derivatives II
BUS-FIN	7223	1.5	Investments IV
<b>Electives (Select one)</b>			
BUS-FIN	7226	3	Student Investment Management
BUS-FIN	7224	1.5	Trading and Markets

<i>If Trading and Markets, select an additional elective</i>			
BUS-FIN	7226	1.5	Behavioral Finance
BUS-FIN	7260	1.5	Insurance
BUS-FIN	7212	1.5	Corporate Finance II
BUS-FIN	7250	1.5	International Finance
BUS-FIN	7215	1.5	Entrepreneurial Finance
BUS-FIN	7280	1.5	Legal Business Issues
BUS-FIN	7260	1.5	Financial Institutions
BUS-FIN	7221	1.5	Financial Modeling
BUS-FIN	7270	1.5	Real Estate I
BUS-FIN	7272	1.5	Real Estate II
<b>Risk Management Track</b>			
<b>Required Courses</b>			
BUS-FIN	7260	1.5	Financial Institutions
BUS-FIN	7222	1.5	Investments III
BUS-FIN	7290	1.5	Risk Management I
BUS-FIN	7291	1.5	Risk Management II
<b>Electives (Select one)</b>			
BUS-FIN	7226	1.5	Behavioral Finance
BUS-FIN	7250	1.5	International Finance
BUS-FIN	7212	1.5	Corporate Finance II
BUS-FIN	7280	1.5	Legal Business Issues
BUS-FIN	7232	1.5	Derivatives II
BUS-FIN	7216	1.5	Private Equity
BUS-FIN	7215	1.5	Entrepreneurial Finance
BUS-FIN	7221	1.5	Financial Modeling
BUS-FIN	7270	1.5	Real Estate I
BUS-FIN	7272	1.5	Real Estate II
BUS-FIN	7260	1.5	Insurance
BUS-FIN	7224	1.5	Trading and Markets



<b>Operations &amp; Logistics Major</b>			
<b>Base Courses-2 required</b>			
BUS-M&L	7380	1.5	Strategic Logistics Management
BUS-M&L	7383	1.5	Supply Chain Management
<b>Select one of three tracks</b>			
<b>Logistics Track</b>			
<b>Required Courses</b>			
BUS-M&L	7381	1.5	Logistics Decisions & Control
BUS-M&L	7382	1.5	Logistics Analytics
BUS-M&L	7386	1.5	Logistics Technology & Application
<b>Electives (4.5 credits required)</b>			
BUS-M&L	7388	3	Field Problems in Logistics
ISE	(Old 762)	3	Warehouse and Facility Design
BUS-MGT	7231	1.5	Operations Planning & Control
BUS-MGT	7232	1.5	Matching Supply & Demand
BUS-MGT	7233	1.5	Global Sourcing I
BUS-MGT	7234	1.5	Global Sourcing II
BUS-MGT	7241	1.5	Lean Management
BUS-MGT	7242	1.5	Six Sigma Principles I
BUS-MGT	7243	1.5	Six Sigma Principles II
BUS-MGT	7244	3	Six Sigma Projects
BUS-MGT	7223	1.5	Project Management I
<b>Operations Track</b>			
<b>Required Courses</b>			
BUS-MGT	7232	1.5	Matching Supply & Demand
BUS-MGT	7233	1.5	Global Sourcing I
BUS-MGT	7242	1.5	Six Sigma Principles I
<b>Electives (4.5 credits required)</b>			
BUS-MGT	7231	1.5	Operations Planning & Control
BUS-MGT	7232	1.5	Matching Supply & Demand
BUS-MGT	7234	1.5	Global Sourcing II
BUS-MGT	7241	1.5	Lean Management
BUS-MGT	7243	1.5	Six Sigma Principles II

BUS-MGT	7244	3	Six Sigma Projects
BUS-MGT	7223	1.5	Project Management I
BUS-MGT	7201	1.5	Service Operations
BUS-MGT	7251	1.5	Operations Strategy
BUS-MGT	7202	1.5	Managing Health Care I
BUS-MGT	7203	1.5	Managing Health Care II
<b>Supply Chain Track</b>			
<b>Required Courses</b>			
BUS-M&L	7381	1.5	Logistics Decisions & Control
BUS-M&L	7384	1.5	Supply Chain Management Tools
BUS-MGT	7231	1.5	Operations Planning & Control
BUS-MGT	7232	1.5	Matching Supply & Demand
<b>Electives-3 credits required</b>			
BUS-M&L	7388	3	Field Problems in Logistics
BUS-M&L	7382	1.5	Logistics Analytics
BUS-M&L	7386	1.5	Logistics Technology & Application
BUS-MGT	7233	1.5	Global Sourcing I
BUS-MGT	7234	1.5	Global Sourcing II
BUS-MGT	7241	1.5	Lean Management
BUS-MGT	7242	1.5	Six Sigma Principles I
BUS-MGT	7243	1.5	Six Sigma Principles II
BUS-MGT	7244	3	Six Sigma Projects

<b>Marketing Major</b>			
<b>Required</b>			
BUS-M&L	7XXX	1.5	Marketing Strategy
BUS-M&L	7201	1.5	Marketing Research and Analytics
<b>Select one of the following</b>			
BUS-M&L	7202	1.5	Consumer Behavior
BUS-M&L	7203	1.5	Advertising and Promotions
<b>Electives (7.5 credit hours required)</b>			
BUS-M&L	7202	1.5	Consumer Behavior (if not selected above)
BUS-M&L	7203	1.5	Advertising and Promotions (if not selected above)
BUS-M&L	7208	1.5	Emerging Media
BUS-M&L	7204	1.5	Product Management
BUS-M&L	7205	1.5	Services Marketing
BUS-M&L	7215	1.5	Global Market Management
BUS-M&L	7212	1.5	Business to Business Marketing
BUS-M&L	7217	3	Field Studies
BUS-M&L	7207	1.5	Pricing Strategies & Tactics
BUS-M&L	7206	1.5	Brand Management
BUS-M&L	7209	1.5	Strategic Sales Force Management
BUS-M&L	7213	1.5	Marketing Innovation Practice
BUS-M&L	7214	1.5	Multi-Chanel Marketing
BUS-M&L	7216	1.5	Social Marketing

<b>Leadership and Change Management Major (12 credits required)</b>			
<b>Required Base Course</b>			
BUS-MHR	7249	1.5	Negotiations
<b>Select one of four tracks</b>			
<b>Leadership Track (10.5 credits required)</b>			
<b>Required</b>			
BUS-MHR	72XX	1.5	Advanced Leadership
<b>Electives</b>			
<b>Select at least 1.5 credits from the following</b>			
BUS-MHR	7221	1.5	Leadership Values and Decision Making
BUS-MHR	7610	1.5	Business Ethics
<b>Select at least 3 credits from the following</b>			
BUS-MHR	7225	1.5	Crisis Leadership
BUS-MHR	7226	1.5	Transformative Leadership I
BUS-MHR	7227	1.5	Transformative Leadership II
BUS-MHR	7222	1.5	Creating Leadership Legacy
<b>Select at least 3 credits from the following</b>			
BUS-MHR	7241	1.5	Advanced Managerial Negotiations
BUS-MHR	7242	1.5	International Negotiations
BUS-MHR	7231	1.5	Building Professional Services
BUS-MHR	7224	1.5	Organizational Turnarounds
BUS-MHR	7230	1.5	Developing High-Performance Groups
BUS-MHR	7223	1.5	Implementation
BUS-MHR	7220	1.5	Execution
BUS-MHR	7232	1.5	Leading and Managing Change
<b>Change Track (10.5 credits required)</b>			
<b>Required</b>			
BUS-MHR	7232	1.5	Leading and Managing Change
<b>Select 9 credits from the following</b>			
BUS-MHR	7241	1.5	Advanced Managerial Negotiations

BUS-MHR	7242	1.5	International Negotiations
BUS-MHR	7224	1.5	Organizational Turnarounds
BUS-MHR	7230	1.5	Developing High-Performance Groups
BUS-MHR	7223	1.5	Implementation
BUS-MHR	7225	1.5	Crisis Leadership
BUS-MHR	7226	1.5	Transformative Leadership I
BUS-MHR	7227	1.5	Transformative Leadership II
<b>Sustainability and Social Responsibility (10.5 credits required)</b>			
<b>Required</b>			
BUS-MHR	7610	1.5	Business Ethics
<b>Select 9 credits from the following</b>			
BUS-MHR	7640	1.5	Sustainability
BUS-MHR	7641	1.5	Sustainability Applications
BUS-MHR	7642	3	Sustainability Project
BUS-MHR	7540	1.5	Field Study in Micro-enterprise in Developing Economies
BUS-MHR	7016	1.5	Social enterprise in Base-of-the-pyramid markets
BUS-MHR	7221	1.5	Leadership Values and Decision Making
BUS-MHR	7222	1.5	Creating Leadership Legacy
<b>Consulting Track (10.5 credits required)</b>			
<b>Required</b>			
BUS-MHR	7425	1.5	Strategic Alliances
<b>Select at least 3 credits from the following</b>			
BUS-MHR	7461	3	Innovation Field Study
BUS-MHR	7017	3	International Projects
BUS-MHR	7430	3	Business Solution Teams
BUS-MHR	7020-21	4.5	Global Labs I & II
<b>Select at least 6 credits from the following</b>			
BUS-MHR	7231	1.5	Building Professional Services
BUS-MHR	7232	1.5	Leading and Managing Change
BUS-MHR	7412	1.5	Competitive Analysis
BUS-MHR	7413	1.5	Advanced Competitive Analysis
BUS-MHR	7223	1.5	Implementation
BUS-MHR	7220	1.5	Execution
BUS-MHR	7424	1.5	Strategic Implementation
BUS-MGT	7223	1.5	Project Management

<b>International Business Major (12 credits in addition to an international experience requirement)</b>			
<b>Required international experience (variable credits: credits count toward 9-credit requirement below)</b>			
BUS-MHR	7020	1.5	Global Lab I
BUS-MHR	7021	3	Global Lab II
<b>or</b>			
BUS-MHR	7XXX	?	Fisher Professional Services Summer Program
<b>or</b>			
International Internship			
<b>Required</b>			
BUS-MHR	7010	1.5	Advanced Topics in Multinational Business
BUS-MHR	7012	1.5	International Strategy
<b>Select at least 9 credits from the following</b>			
BUS-MHR	7020	1.5	Global Lab I
BUS-MHR	7021	3	Global Lab II
BUS-MHR	7XXX	?	Fisher Professional Services Summer Program
BUS-MHR	7013	1.5	China and Its Implications
BUS-MHR	7011	3	International Simulation
BUS-MHR	7014	1.5	Global Mgt of Intellectual Property
BUS-MHR	7525	1.5	Global Innovation & Entrepreneurial Leadership
BUS-MHR	7242	1.5	International negotiations
BUS-MHR	7017	3	International Project
BUS-MHR	7016	1.5	Social Enterprise in Base of the Pyramid
BUS-MHR	7350	1.5	International Human Resources
BUS-FIN	7250	1.5	International Finance
BUS-MGT	7233	1.5	Global Sourcing
BUS-M&L	7215	1.5	Global Marketing Management
<b>Strategic Management Major</b>			
<b>Select at least 9 credits from the following</b>			
BUS-MHR	7414	1.5	Vertical Integration, Outsourcing & Firm Performance
BUS-MHR	7415	1.5	Corporate Diversification
BUS-MHR	7420	1.5	Mergers, Acquisitions, and Corp Development
BUS-MHR	7412	1.5	Competitive Analysis
BUS-MHR	7413	1.5	Advanced Competitive Analysis
BUS-MHR	7425	1.5	Strategic Alliances

BUS-MHR	7423	1.5	Strategic Dynamics
BUS-MHR	7422	1.5	Strategic Bankruptcy
BUS-MHR	7418	1.5	Strategic Corporate Restructuring
BUS-MHR	7460	1.5	Innovation Management
BUS-MHR	7461	1.5	Technology & Innovation Strategy
BUS-MHR	7421	3	Intopia: Applied Competitive Strategy
BUS-MHR	7430	3	Business Solution Teams
<b>Select no more than 3 credits</b>			
BUS-MHR	7424	1.5	Strategic Implementation
BUS-MHR	7232	1.5	Leading and Managing Change
BUS-MHR	7226	1.5	Transformative Leadership I
BUS-MHR	7227	1.5	Transformative Leadership II

## Quarter Curriculum Advising Sheet for Full-Time MBA

### Core (40 Total)

#### Quarter One

Financial Accounting & Reporting (4 Credit Hours)  
Managerial Economics (4 Credit Hours)  
Organizational Behavior & Teamwork (4 Credit Hours)  
Data Analysis for Managers (4 Credit Hours)  
Enhancing Professional Communication (2 Credit Hours)

#### Quarter Two

Cost Accounting (2 Credit Hours)  
Finance-Making Investment Decisions (4 Credit Hours)  
Marketing Management (4 Credit Hours)  
Operations Management (4 Credit Hours)  
Elective: Students in good academic standing have the option to choose an elective course from a diverse set of offerings.

#### Quarter Three

Business in the Global Macroeconomy (4 Credit Hours)  
Strategy Formulation & Implementation (4 Credit Hours)  
Quarter Three includes two electives

### Electives (58 hours minimum)

Quarters Four to Six consist of all elective course work.

### Majors

After completing Fisher's core course work, MBAs select a major. Completing a major requires on average five or six courses, which students choose from lists tailored to their discipline. This leaves students open to take up to 11 more of Fisher's 100+ electives to double major, pursue a career track, or simply explore courses of personal interest.



## International Business

An international business major provides students with a good understanding of international business principles as well as the languages and cultures of other countries. The major is designed to enhance the competitiveness of all business firms in today's global economy. IB majors are strongly advised to focus their coursework and international experience on one region of the world, and to gain in-depth knowledge of that region.

The Fisher College will provide certification of language competency for the region in which a student specializes. Language instruction can be obtained in the classroom through OSU's program of individual instruction, through study abroad, through "InterLangua" native-language tutoring over the internet, or through use of Rosetta Stone software licenses available to graduate students through the OSU CIBER.

### **REQUIRED**

**International Experience:** Study Abroad for one quarter, MBA 808 "Emerging Markets", a Fisher College international "Elective Trek", or an international internship.

**Any five of the courses below.** Courses can be double counted for a second major if desired. Relevant international/area studies courses offered by other colleges in the university and through study abroad can be substituted at the discretion of the major advisor.

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BA 856 - The Environment of International Business

BA 857 - International Business Policy and Strategy

AMIS 894.32 - International Accounting

FIN 825 - International Finance

MBA 808 - Study Abroad: Emerging Markets

MGT 837 - Global Sourcing

MHR 858 - International Human Resources

MHR 833 - The Rise of China and its Global Business Implications

MHR 830 - International Negotiations and Deal Making

M&L 845 - Global Marketing and Sustainability

M&L 880 - Logistics Management

## Operations & Logistics Management

By combining operations and logistics, students learn how the total flow of goods, services and information within and between firms can be managed effectively and efficiently. Faculty in this area teach students how to develop processes that facilitate efficient and cost-effective flow through a variety of supply chains.

The operations portion of this major teaches students general management and technical skills in areas such as quality, operations planning and control systems, and operations strategy. For example, an operations manager might be responsible for inventory management, production scheduling, and service delivery. The logistics segment of this major addresses current issues and topics in the management of the flow of product through the supply chain. This includes the movement of goods and services from raw material through production, packaging, and ultimately, delivery. This integrated focus mirrors the approach that successful firms use to manage their businesses.

In addition to the foundational curriculum in logistics and operations, Fisher offers innovative coursework in lean management, six-sigma principles, and supply chain management. For the firm to be successful, the skilled manager must clearly understand the interrelated nature of procurement, production, and distribution activities to be able to make intelligent trade-offs in terms of cost, responsiveness, flexibility, and customer service. Our curriculum provides an ideal blend of theory and principles, tools and techniques, and hands-on experience that will equip you to deal with management challenges in this quickly evolving field. You'll experience lectures, case analyses, computer-based exercises, executive guest lecturers, on-site visits and field study projects.

## Supply Chain Management

Fisher students have an opportunity to take courses in supply chain management. Increasingly, supply chain management is being viewed not as a business function, but as a business approach used to transcend traditional functional boundaries. Supply chain management focuses on the management of the relationships between firms in the supply chain. Because these relationships can be complex, all business functions need to be involved. We focus our curriculum on a cross-functional, process oriented framework that was developed by academics and executives associated with the Global Supply Chain Forum here at Fisher. We offer an introductory course that teaches the principles behind supply chain management and emphasizes why organizations need to take a cross-functional view. Then students can take an advanced course that focuses more heavily on implementation issues and allows them to work with a company to perform a process assessment. [\[more\]](#)

*Course Options (including number of credit hours)*

Required:

M&L 880      Logistics Management (4)

**And select one of the following two courses:**

MGT 835      Operations Planning and Control for Supply Chain Management (4)

M&L 881      Analysis & Design of Logistics Systems (4)

Minimum of three of the following elective courses:

MGT 810      Six Sigma Principles (4)

MGT 811      Six Sigma Projects (2)

MGT 830      Service Quality Management (4)

MGT 832      Matching Supply with Demand (4)

MGT 834      Strategic Design of Operations/Logistics Systems (4)

MGT 837      Global Sourcing (4)

MGT 840      Implement/Managing Lean Processes (4)

M&L 884      Field Problems in Logistics (4)

M&L 881      Analysis and Design of Logistics Systems (4) - If not taken in required courses

M&L 882      Logistics Software and Technology (4)

M&L 885      Supply Chain Management (4)

ISE 742      Warehouse and Facility Design (4)

## Corporate Finance

As companies become more competitive, managing financial resources has become more important than ever. At the core of any financial officer's career is creating value for the firm. This involves several activities, including design and the implementation of financial policies and regulations; execution of financial plans; management of financial resources; and finally, communication and interaction with investors and the financial community overall.

The corporate finance major is part of our Finance Department, which houses the Dice Center for Financial Economics and the Center for Real Estate. These research centers provide the funding and resources that enable Fisher's world-class faculty to conduct innovative research.

In the corporate finance major, you will gain a broad understanding of the principles of finance; the use of quantitative techniques; and the application of these techniques to financial decision making. You will have ample opportunities to meet with senior executives who work in the financial services industry. You may also wish to participate in our bi-annual Chief Financial Officer Conference or join the Fisher MBA Finance Association, where you'll learn from your peers and Fisher alumni and start to build a powerful network for your corporate finance career.

### *Course Options (including number of credit hours)*

Required:

FIN 811	Financial Decision Making (4)
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FIN 821	Advanced Corporate Finance (4)
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Minimum of four of the following elective courses:

FIN 822	Securities Markets and Investments (4)
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FIN 825	International Finance (4)
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FIN 826	Financial Institutions (4)
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FIN 827	Fixed Income Securities (4)
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FIN 828	Strategic Cases in Finance (4)
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FIN 829	Risk Management (4)
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FIN 834	Insurance and Risk Management (4)
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Fin 844	Entrepreneurial Finance (4)
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FIN 845	Private Equity (4)
FIN 846	Fundamentals of Venture Capital (4)
FIN 872	Real Estate Investments (4)

A maximum of one of the following courses can be applied to this major:

AMIS 824	Corporate Financial Reporting (4)
AMIS 827	Information, Incentives and Control (4)
AMIS 829	Financial Accounting Analysis (4)
AMIS 842	Financial Statement Analysis(4)

## Financial Reporting & Analysis

Many different types of economic decisions require accounting data, and one of its most important uses is informing outsiders (i.e., interested people who do not have direct access to corporate records) of the economic status and progress of the firm. These reports follow a body of accounting methodology referred to as generally accepted accounting principles (GAAP). In contrast, the management of the firm requires data that will aid in controlling operations and in evaluating the performance of subordinates. Outside agencies often collect accounting data in a variety of pre-specified forms. This data is used for tax collection and for various other purposes related to social and economic policy. Given the important roles of accounting data, a company's ability to effectively report and analyze its financial information is vital to its success.

The financial reporting and analysis major provides an invaluable base for future managerial responsibilities in a variety of industries and functions. Collecting and interpreting financial information is critical for strategic decision-making, and through your interaction with key stakeholders and departments, you will acquire sound general management skills and can expect to be quickly promoted into leadership positions in production and operations or marketing.

You may have heard the saying that 'Accounting is the language of business;' Fisher has been teaching it for nearly a century. In this major, you will acquire sound knowledge about the principles of finance, financial and managerial accounting, as well as the use of quantitative and qualitative evaluation methods. In addition to in-class learning, you can get involved in real-life projects, such as serving on the board of non-profit organizations, or joining the the Accounting Department's Tax Clinic. Through the clinic, MBA student volunteers provide pro bono income tax preparation to low-income families in Columbus, as part of Fisher's strong commitment to giving back to the community.

Many of our alumni have successfully built their careers from a strong foundation in financial reporting and analysis; you will have many opportunities to meet and network with them.

### *Course Options (including number of credit hours)*

#### Required:

AMIS 824	Corporate Financial Reporting (4)
AMIS 842	Financial Statement Analysis (4)

Minimum of three of the following elective courses:

AMIS 822	Assurance Services and Information Quality (5)
AMIS 823	Managerial Accounting for Decision Making (4)
AMIS 827	Management Control Systems (4)
AMIS 828	Financial Information and Valuation (4)
AMIS 829	Financial Accounting Analysis (4)
AMIS 846	Business Tax Planning (4)
AMIS 848	Financial Instruments, Derivatives and Hedging (4)
AMIS 894.30	Merger & Acquisition Reporting and Analysis (4)
FIN 811	Financial Management II (4)
FIN 821	Seminar in Corporate Finance (4)
FIN 822	Securities Markets (4)
FIN 823	Derivatives (4)
FIN 828	Strategic Cases in Finance (4)
FIN 829	Risk Management (4)

## Investment Management

Investment management, also called portfolio or asset management, is a dynamic and growing component of the financial services industry. It involves preserving and growing capital for individual, institutional or high-net-worth investors. An investment manager's primary task is assessing market risk against potential returns.

Specific responsibilities can involve the analysis of various types of financial securities, including common stocks, fixed-income securities, futures, options, and different forms of derivative securities. As an investment banker, you may become involved in helping firms raise capital; trading financial instruments; the analysis of merger and acquisition decisions; writing company and industry reports; and helping corporations with equity and debt financing.

At Fisher, you can build your expertise in a number of ways: Select the investment and finance classes that complement your career goals; meet high-profile executives from Wall Street during our executive luncheons on the Fisher campus; participate in stock market simulations; manage an actual endowment fund; participate in our Wall Street trip; and get involved in the Fisher MBA Finance Association.

### *Course Options (including number of credit hours)*

#### Required:

FIN 811	Financial Decision Making (4)
FIN 822	Securities Markets (4)



Minimum of four of the following elective courses:

- |         |  |
|---------|--|
| FIN 821 | Advanced Corporate Finance (4)         |
| FIN 823 | Derivatives (4)                        |
| FIN 824 | The Stock Market (4)                   |
| FIN 826 | Financial Institutions (4)             |
| FIN 827 | Fixed Income Securities (4)            |
| FIN 846 | Fundamentals of Venture Capital (4)    |
| FIN 872 | Real Estate Finance and Investment (4) |
| FIN 829 | Risk Management (4)                    |
| FIN 831 | Insurance and Risk Management (4)      |
| FIN 830 | Trading, Markets and Exchanges (4)     |
| FIN 835 | Financial Engineering (4)              |
| FIN 844 | Entrepreneurial Finance (4)            |
| FIN 845 | Private Equity (4)                     |
| FIN 872 | Real Estate Investments (4)            |

*A maximum of one of the following courses can be applied to this major:*

- |             |                                   |
|-------------|-----------------------------------|
| AMIS<br>829 | Financial Accounting Analysis (4) |
| AMIS<br>842 | Financial Statement Analysis (4)  |

## Marketing Management

Companies invest heavily in developing innovative products and services. If acceptance of an offering is less than expected, the product or service may be falling short on its promises. More often than not, however, there is no effective, underlying marketing strategy in place.

For strategic decision makers in the private and public sectors, marketing describes a fundamental approach to general management decision making, as well as a necessary set of business functions. Marketing provides important input to top management's choices of markets served, competitors and portfolios of operating technologies.

Marketing management majors choose courses to prepare themselves for careers in corporate management or marketing fields, ranging from market research, product management, advertising, public relations, sales and account management to retailing, e-business, distribution management, strategic marketing planning, and entrepreneurial marketing. At Fisher, you'll have a wealth of opportunities: Meet with senior executives who work in marketing related roles during our on-campus luncheons; participate in one of our marketing recruiting field trips; engage in our marketing simulation exercises; or simply join the Fisher Student Marketing Association.

### *Course Options (including number of credit hours)*

Required:

M&L 844	Applied Marketing Planning (4)
M&L 847	Analysis for Marketing Decisions (4)
And a minimum of one of the following two courses:	
M&L 854	Consumer Behavior (4)
M&L 846	Advertising and Promotion Management (4)

Minimum of two of the following elective courses, totaling to 8 credit hours:

M&L 841	Principles of Electronic Marketing (4)
M&L 842	Product Management (4)
M&L 843	Services Marketing (4)
M&L 845	Global Marketing and Sustainability (4)
M&L 846	Advertising and Promotion Management (4) (if not taken as base)
M&L 848	Building Business Relations (4)
M&L 849	Marketing Field Studies (4)
M&L 852	Brand Management (4)
M&L 853	Strategies in Salesforce Management (4)
M&L 854	Consumer Behavior (4) (if not taken as base)
M&L 894.85	Brand Management (2)
M&L 851	Pricing Strategy and Tactics (4)
M&L 894.82	Multicultural Marketing (4)
M&L 894.88	Internet Marketing (2)

## Strategy

The Strategy curriculum develops the student's ability to think constructively about the pursuit of sustainable competitive advantage through the systematic identification, evaluation, and creation of attractive business and corporate opportunities. In contrast to most courses in the business school which build on theories which suggest that, on average, differences in firm behavior and performance will be relatively short-lived, the strategic management curriculum introduces theories which suggest that performance differences among firms may be large and long lasting. Further, the strategy field argues that it is the essential responsibility of management to discover and implement these sources of sustainable superior performance.

Four broad issues are central to the curriculum:

- How can a firm develop and sustain competitive advantage in a given market by exploiting specific market positions and / or its unique history and resources?
- What are the optimal boundaries of the firm, and what are the advantages and disadvantages associated with the integration of a chain of activities?
- How can firms create and capture value in competitive environments that change rapidly? How should managers assemble and organize resources to optimize their innovative output?
- How do business strategies interact when a firm competes in several markets? How can a firm create competitive advantage through the configuration and coordination of activities across multiple markets?

The Strategy major is appropriate for students who plan to pursue careers in competitive analysis, general management, management consulting, new venture management, venture capital, corporate planning, and the mergers and acquisitions side of investment banking. It complements particularly well majors in marketing, finance, and operations for students who plan careers in those functional areas. Historically, the Strategic Management major has offered above average salaries for analytically oriented MBA graduates with strong problem solving and communication skills. Fisher MBAs specializing in Strategy have been hired by a number of Fortune 500 firms as well as management consultancies such as Accenture, BCG, and Mercer.

*Requirements for the Strategy major consist of any five courses:*

**Foundation Courses:**

MHR 838	Competitive Analysis
MHR 839	Advanced Strategic Analysis

**Application Courses:**

MBA 805/806	Business Solution Teams (Counts as 2 courses)
MHR 808	Mergers, Acquisitions and Corporate Development
MHR 809	Leading and Managing Change in Organizations
MHR 836	INTOPIA Simulation
MHR 847	Strategy Implementation
MHR 848	Technology Strategy and Innovation Management

**Related Courses:**

MHR 869	Strategic Management of Human Assets
MHR 891	Technology Ventures
MHR 825	Entrepreneurship and Business Plan Development

## Risk Management

The Risk Management curriculum develops the student's ability to assess and manage risk to create value. This innovative curriculum is built on research showing that proper risk management can be a source of competitive advantage for corporations, for financial institutions, and for money managers. The curriculum enables students to understand how to quantify risk and how to make optimal risk-taking decisions. Though the focus of the curriculum is on financial risks, students learn also about other types of risk, such as operational and reputation risks, as taking into account these risks is key to implementing firm-wide risk management. The curriculum is ideally suited for students with an interest in starting their career in a position in the financial services industry or in a risk management or treasury position in a non-financial firm.

### *Course Options (including number of credit hours)*

Required:

Fin 811	Financial Management II (4)
FIN 829	Enterprise Risk Management (4)

Minimum of four of the following elective courses:

Fin 821	Advanced Corporate Finance (4)
Fin 822	Investment Management (4)
Fin 823	Derivatives (4) *
Fin 825	International Finance (4) *
Fin 826	Financial Institutions (4) *
Fin 830	Trading, Markets and Exchange (4)
Fin 831	Insurance (4) *
Fin 834	Applied Enterprise Risk Management (4) *
Fin 827	Fixed Income Securities (4) *
Fin 835	Financial Engineering (4) *
Fin 827	Fixed Income Securities (4)
Fin 872	Real Estate Finance and Investment (4)

\* recommended courses for the major

Minimum of 1 of the following elective courses:

AMIS 824	Corporate Financial Reporting(4)
AMIS 842	Financial Statement Analysis(4)

### Make Your Own Major

The interdisciplinary major is designed for students who want to take a highly customized and personalized approach to their MBA elective curriculum. Students choosing this major have three options:

1. **Complete one career track and one concentration (a total of seven courses).**
2. **Complete three concentrations (a total of nine courses).**
3. **Complete two career tracks (a total of eight courses).**

A concentration is a short educational path designed by a faculty advisor to provide a student with experience in a functional area. Each concentration is composed of three elective courses. An interdisciplinary career track is also designed by a faculty advisor to provide an educational experience in a business area that cuts across functional roles in a corporate environment. Each of the eight tracks, including a “make your own” (MYO) option, comprises four elective courses.

You can apply to pursue the self-designed, interdisciplinary concentration by completing the Interdisciplinary Studies Application Form and providing evidence that no other existing major meets your goals and objectives. Your course of study must also be approved by the MBA Program Committee.

Combining the Global Business career track and the Global Business concentration is an exciting interdisciplinary major, for example. This course of study would be useful if you are looking to work for a company with international operations, such as Procter & Gamble, Nestlé or Goldman Sachs. Combining the Services Management career track and the Consulting career track is another example of a great interdisciplinary major. If you’re pursuing a career in management consulting, this combination would help you build valuable expertise sought by such firms as Accenture, McKinsey & Company and The Boston Consulting Group.



## Career Tracks

Optional, interdisciplinary career tracks are a unique offering at Fisher College and allow students to create a specialized niche of study to complement their major. List of Career Tracks:

- Enterprise Sustainability
- Services Management
- Real Estate Management
- Global Business Management
- Six Sigma Management Practices
- Leadership, Ethics & Values
- Entrepreneurship & New Business Ventures
- Consulting
- Health Care Management
- Risk Management Track
- Business Analytics Track
- Strategy
- Financial Services
- Make your own Track

## Transition Policy

The full time (FT) track of the MBA program is a two-year cohort program. The cohort starting in Fall 2011 will take the current quarter-based year one curriculum, and the semester based year two curriculum. Given that the year one curriculum consists mostly of core courses taken in lockstep fashion, and year two of the program is made up entirely of electives, the transition between quarters and semesters is easily managed. In those relatively few cases where a student does not complete year one coursework with his or her cohort (typically because of a need to repeat a required core course due to not meeting the program's 3.0 GPA requirement), an individualized plan will be developed for that student.

## Fisher/OSU Full Time and Working Professional MBA Programs

### Semester Conversion Proposal

3/4/2010

The University President and Provost, along with our Dean, have made clear their expectation that we use the opportunity provided by the semester conversion process to strengthen our curriculum and to design our programs in ways that strengthen our ability to deliver on our mission and learning goals. It is with this mandate that the MBA Program Committee undertook the process of semester conversion, and with these goals in mind that the MBAPC recommends that the college faculty move forward with this proposal for the conversion of Fisher's Full Time and Working Professional MBA programs to semesters. The MBAPC's recommendation has been endorsed by a vote of the College's Executive Committee.

Note that while this proposal provides a structure for the full time and working professional MBA program under semesters, work remains. The majority of this work involves details of course design, scheduling and staffing that is best and most appropriately worked through with department chairs once other plans for semester conversion are in place. Thus, this proposal is a request for affirmation of the overall structure described below and consent to proceed with details of implementation under this structure.

The information presented in this proposal represents a summary of a more comprehensive set of documents and materials related to semester conversion. This larger body of documents and materials can be provided upon request.

#### **Under Semesters...**

For both full time and working professional MBA, each semester will be divided into 2 7-week terms. Thus the academic year will be comprised of 4 7-week terms, a 4-week May term and a 7-week summer term. The 7-week summer term will be largely unutilized by full time MBA students, who will be undertaking internships, but will be fully utilized by working professional MBA. Optional specialized academic programming will be available in the May term for both programs.

Core courses will be offered in 3.0 credit, 2.25 credit and 1.5 credit formats. Due to the 7 week term structure, 3.0 credit courses will be split into two 7 week "modules." Typically, they will

meet twice a week on a Monday, Wednesday or Tuesday, Thursday schedule. Courses offered for 2.25 credit hours will meet three days a week for 7 weeks, typically Monday, Wednesday and Friday. Courses offered for 1.5 credit hours will typically meet twice a week for 7 weeks on a Monday, Wednesday or Tuesday, Thursday schedule. A standard elective course will be 1.5 semester credit hours.

### **Full Time MBA Under Semesters**

The full time MBA program will require 57 semester credit hours of study, of which 27 credit hours will be core and 30 hours will be elective. Thus, the proposed curriculum is approximately 47% core and 53% elective credit hours. Currently, our full time MBA program is 41% core and 59% elective. The percentage difference is largely due to the adoption of a workshop core component as detailed below. The proposed number of credit hours and percentage of core are both around the median for benchmark programs.

The core of the full time MBA program has been changed somewhat to fit into the semester format. Most core courses that were 4 credit hours under quarters will be 3.0 credit hour courses under semesters. However, as indicated above, given the 7 week term structure, these courses will be “modularized” into two 7 week sequences. The core will be structured to allow students to complete at least the first half of each functional elective (finance, marketing and operations) by the end of the first semester. This will remedy a current challenge which is that student begin to interview for positions in these fields without having done any graduate level work in these areas. In order to accomplish this, some of the 7 week sequences will cross semester boundaries or may not be offered “back to back.” Depending on faculty availability and workload, the two 7 week sequences can be taught by the same faculty or by two different faculty members. The precise sequencing that will ultimately be implemented will depend upon on the way in which semester conversion impacts other programs and our need to remain competitive in terms of faculty teaching loads.

Also under the proposed structure, accounting will be offered as a 3.0 credit hour semester class. It is currently 6.0 quarter credit hours: 4.0 of financial and 2.0 of managerial accounting. This change will necessitate an examination of the accounting concepts critical to our MBA students and a redesign of the core content based on that examination.

Another change is that managerial economics and statistics will be offered in the intense 2.25 credit hour format on M, W, F schedule during a 7-week term, as will strategy. The Friday sessions provide an opportunity to offer integrated sessions in conjunction with other core

courses offered in the same term. For example, managerial economics and marketing could offer a joint Friday session on pricing policies and practices, while managerial economics and leadership/organizational behavior could offer a joint session on incentives and compensation practices. As another example, statistics and finance could offer a joint session on estimating systematic risk using regression analysis, while statistics and operations could offer a joint session on assessing quality or productivity. Such sessions will provide a stronger learning experience for students without the incurring the overhead and maintenance that would be required were we to adopt a fully integrated core curriculum.

Finally, the full time MBA program currently requires a great deal of not-for-credit outside the classroom work, and lacks a sufficient curriculum in the area of ethics and social responsibility. In addition, the communications core class is not integrated into the Leadership and Professional Development Curriculum, even though it is logically a component of that area. To address this issue, it is proposed that a series of pass-fail for-credit workshop core classes be added to the full time MBA curriculum. These courses would be offered over the entire first year of the program, largely on Fridays. They would include the content currently delivered in the core communications course, the content currently delivered in the Leadership and Professional Development Program's required workshops and events and, in addition, new workshops on ethics and social responsibility. The latter would be offered in addition to the workshop already offered in orientation, and to the jointly taught core classes dealing with ethical issues in the context of a particular field or functional area.

With the exception of the enhanced Ethics and Social Responsibility curriculum, this core component does not represent a fundamental change in the full time MBA program curriculum. Rather it formally captures the work associated with the current program and assigns credit for that work. It also provides us with an opportunity to better schedule, organize, and update this important component of the program. Finally, it provides a way for us to better motivate and reward students for their work in this area.

Specifically, the recommended core for full time MBA students is as follows:

<b>Course</b>	<b>Hours</b>
Managerial Economics	2.25
Data Analysis for Managers	2.25
Accounting	3.00
Leadership and OB	3.00
Strategy	2.25
Finance	3.00
Operations	3.00
Marketing	3.00
International Business	1.50
Workshop Format Core (Pass/Fail)	
Ethics and Social Responsibility	1.25
Leadership and Professional Development	1.25
Communications	1.25
<b>Total Core Hours</b>	<b>27.00</b>

The table below provides a possible sequencing of courses in the Full Time MBA program. Again, the precise sequencing that will ultimately be implemented will depend upon on the way in which semester conversion impacts other programs and our need to remain competitive in terms of faculty teaching loads.

<b>Example of Possible Full Time MBA Curriculum Sequence</b>	
<b>Year 1</b>	
Term 1 - MGR ECON, ACCTG 1, MKTG 1, LEAD 1, WRKSHP	7.50
Term 2 - STATS, MKTG 2, FIN 1, OPNS 1, WRKSHP	7.50
Term 3 - IB, ACCTG 2, FIN 2, OPNS 2, WRKSHP	7.50

Term 4 - STRAT, LEAD 2, Elective 1, Elective 2	7.50
<hr/> <i>May Mini and Summer – Optional Global and Project Experiences</i> <hr/>	
<b>Year 2</b>	
Terms 1 to 4 - 18 Electives @ 1.5 credits each	27.00
<b>Total credits</b>	<b>57.00</b>

As indicated earlier, the default structure of elective courses will be 1.5 credit hours, generally meeting twice a week on a MW or TR schedule. It is planned that during the fourth term of the first year, full time MBA students will be able to select two 1.5 credit hour electives in addition to their remaining core coursework. Currently, they can select one elective in winter quarter, so the conversion to semesters will delay their access to electives by a few months.

We will continue with required majors and optional minors in the full time MBA program, as this is an integral part of our “brand” and is valued by recruiters.

Under semesters, majors will have between 12 and 12.75 credit hours beyond the core course. Thus, completing a major will constitute between 44% and 47% of a student’s elective course work, which is a substantial amount. Minors will have between 6 and of 6.75 credit hours beyond core courses. Thus completing a minor will constitute 22% and 25% of a student’s elective course work.

Following the conversion to semesters, we will also continue to offer Career/Specialty Tracks as part of the full time MBA curriculum. Like Minors, Tracks will have between 6 and 6.75 credit hours beyond the relevant core courses. Thus completing a Career or Specialty Track will constitute 22% of a student’s elective course work.

### **Working Professional MBA Under Semesters**

The working professional MBA program will require 44.25 semester credit hours of study, of which 24.75 credit hours will be core and 19.5 credit hours will be electives. Thus, the program will be approximately 56% core and 44% elective coursework. Currently, the program is 53% core and 47% elective coursework. Again, the percentage difference is explained by the addition of a workshop core component. Under semesters, the recommended total credits

required for the working professional track is 78% of those required for the full time track, which is identical to the structure under quarters.

The core of the working professional MBA program has also been changed somewhat to fit into the semester format. Under the proposed working professional MBA structure, there will be three possible starting points, September, January and May. The offering of core courses throughout the year will be sequenced such that a student starting in at any of these times will have an equally smooth pathway toward the completion of the core and the beginning of their elective curriculum.

The May-mini will be used to create two special course experiences for working professional MBA students. In addition to their content, a benefit of the May experiences will be that they provide an opportunity for working professional MBA students to work together in a way that builds a greater sense of community than is currently present in the program.

The first May course will be a Leadership Immersion that will cover materials from the first half of the Leadership and Organizational Behavior core class. The course will be redesigned and customized for the working professional relative to the full time MBA student. In addition, this immersion course will include some work in the area of ethics and social responsibility (which is not currently available to working professional MBA students except in elective offerings) and some of the content currently offered in the core communications class.

The second May course will be an Action-Based and/or Global Learning Immersion designed to offer students the opportunities to work on projects in the context of particular subject areas such as organizational change, lean management, and so forth. It will also include some content currently offered in the core communications class that is pertinent to presenting findings and recommendations from project work.



Specifically, the core recommended for working professional MBA students is as follows:

<b>Course</b>	<b>Hours</b>
Managerial Economics	2.25
Data Analysis for Managers	2.25
Accounting	3.00
Leadership and OB	3.00
Strategy	2.25
Finance	3.00
Operations	3.00
Marketing	3.00
International Business	1.50
Workshop Format Core (Pass/Fail)	
Ethics and Social Responsibility	.75
Communications	.75
<b>Total Core Hours</b>	<b>24.75</b>

The table below provides a possible sequencing of courses in the WP MBA program for a student starting in fall.

<b>Example of Possible WP MBA Curriculum Sequence (33 months)</b>	
<b>Year 1-Fall Start</b>	
Semester 1 Fall-core, MGR ECON, OPNS1, ACCTG 1	5.25
Semester 2 Spring-core, STATS, MKTG 1, FIN 1	5.25
<i>May Mini 1 Leadership Immersion-core, WRKSHP</i>	3.00
Summer Term 1-core, ACCTG 2 and LEAD 2	3.00
<b>Year 2</b>	

Semester 3-core, FIN 2, MKTG 2, OPNS 2, STRATEGY	6.75
Semester 4-IB core + elective	6.00
<i>May Mini 2 Immersion Project or Global Trip, WRKSHP</i>	3.00
Summer Term 2 Up to Two Electives	3.00
<hr/>	
<b>Year 3-End in April, End of Spring Semester</b>	
Semester 5 - electives	6.00
Semester 6 - electives	3.00
<hr/>	
Total credits	44.25
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At least initially, electives in WP MBA will only be offered in the 1.5 credit hour format (2 nights a week for each 7 week term) to facilitate the possibility that students only need to come to campus 2 nights a week to take a 3.0 credit hour course load per term.

Currently, the WP MBA program does not have majors, minors or tracks. There is, however, a demand on the part of students to have an opportunity to gain depth in a particular area by completing a sequence of courses in that area. The conversion to semesters provides an opportunity to organize the structure and sequencing of electives for WP MBAs such that they can more easily achieve this educational goal. To that end, in planning evening MBA elective course offerings, we recommend that WP MBA “concentrations” be created in a specific set of areas. A concentration would be comprised of 9 credit hours of course work in addition to the relevant core coursework. Concentrations would be optional for WP MBAs and thus not be required for graduation.

In the process of creating concentrations, emphasis should be placed on opportunities to leverage the fact that WP MBAs are working while studying and generally a bit more seasoned than full time MBAs. The number of concentrations we will offer will be smaller than the number of MBA majors, minors and tracks, and will encompass aspects of both. While concentrations can be designed in a way that is analogous to MBA majors or tracks, when possible they should be more applied and focused on the Working Professional Student, including for example project or other applied experience in the May-mini semester or at other junctures. Based on anticipated student interest, the areas in which we recommend offering WP MBA concentrations are: i) Finance, ii) Marketing, iii) Operations and Logistics, iv) Entrepreneurship, v) Leadership, Values and Social Responsibility and vi) Strategic Management and Implementation.

## **New Program Requirements for Full Time and Working Professional MBA**

Two changes are proposed that affect both full time and working professional MBA: i) the addition of a Global requirement and ii) the addition of an Action-Based Learning requirement.

The addition of these requirements is consistent with our program's stated mission and with our learning goals. In addition, it addresses a current challenge faced by our students in the marketplace. Specifically, relative to MBA students from the very top programs, we receive feedback from recruiters and employers that our MBA students could benefit from more global experience and more substantive action-based learning and/or internship experiences. In fact, over the past few years, MBA student participation in global experiences and action-based learning has increased dramatically, reflecting the fact that students understand the value of these opportunities for their professional development and placement. A requirement allows us to capture the value of these initiatives as part of our brand.

*Global Requirement.* It is proposed that, in addition to a half-semester core class on International Business, every graduate of Fisher's MBA program satisfy a Global requirement by choosing a minimum of one of 5 options (outlined in our proposal, not included here). Each option represents the equivalent of 3 credit hours or more of course work, although one option is in a not-for-credit format. The 5 options provide a range of possibilities for each student, allowing each student to choose an option that aligns most closely with their professional goals. It also takes into account the fact that many of our students are themselves international, that many students come to the program with extensive international experience, and that some of our students face financial constraints that make certain international opportunities out of reach.

In developing opportunities for students to meet their global requirement, emphasis will be placed on learning experiences that develop regional expertise and that involve significant in-country experiences. Options to attain language competencies along side the MBA experience will be developed and made available. Of particular note is the "Global Specialist Certificate" opportunity that will allow students to gain expertise regarding business in a particular region of the world. This opportunity, as well as a summer global project experience option, takes advantage of the May mini-semester as a time for more intensive international experiences than are workable under the current calendar.

*Action-Based Learning Requirement.* It is proposed that every graduate of Fisher's MBA program satisfy an Action-Based Learning Requirement under one of the 4 options (outlined in our proposal, not included here). Each option represents the equivalent of 3 credit hours or more of course work, although one option is in a not-for-credit format. The 4 options provide an opportunity for each student to satisfy the Action-Based learning requirement in a way that is consistent with his or her professional goals. For working professional MBAs, a special May-mini project immersion program will be developed that allows them to work in an intensive way on a project, ideally for some of their sponsoring employers.