

Soave, Melissa

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

From: Elliot Slotnick
Sent: Sun 7/31/2011 5:39 PM
To: wruck_1@fisher.osu.edu
Cc: Dena Myers; Elliot Slotnick; cogdell.1@osu.edu; soave.2@osu.edu; smith.70@osu.edu; 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]
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
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 refiling our proposals. However, if you feel it is necessary for us to do so, please let us know.

Best,

Karen

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

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 WPMBA 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, Working Professional MBA Curriculum, Fall Start

Year 1					
Fall Semester Term 1 (7 weeks)	Term 2 (7weeks)	Spring Semester Term 1 (7 weeks)	Term 2 (7weeks)	May Term (4 weeks)	Summer Term (4 weeks)
Managerial Economics* (2.5 credits)	Data Analysis* (2.5 credits)	Marketing (3 credits, 14 weeks)		Workshop Core (3 credits, 4 weeks) • Ethics Matters • Leadership and Org Behavior	Leadership (1.5 credits)
Accounting (3 credits, 14 weeks)		Operations (3 credits, 14 weeks)			Elective (1.5 credits)
Year 2					
Fall Semester Term 1 (7 weeks)	Term 2 (7weeks)	Spring Semester Term 1 (7 weeks)	Term 2 (7weeks)	May Term (4 weeks)	Summer Term (4 weeks)
Finance (3 credits, 14 weeks)		International Business (1.5 credits)	Strategy* (2.5 credits)	Workshop Core (3 credits, 4 weeks)	Elective (1.5 credits)
Elective (1.5 credits)	Elective (1.5 credits)	Elective (1.5 credits)	Elective (1.5 credits)	Project Immersion Workshop	Elective (1.5 credits)
Year 3					Credit Hour Summary 10 Core Courses 28.5 credit hours 13 Elective Courses 19.5 credit hours Total 48 credit hours
Fall Semester Term 1 (7 weeks)	Term 2 (7weeks)	Spring Semester Term 1 (7 weeks)			
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 course

The Ohio State University, Fisher College of Business, Working Professional MBA Curriculum, Spring Start

Year 1					
Fall Semester Term 1 (7 weeks)	Term 2 (7weeks)	Spring Semester Term 1 (7 weeks)	Term 2 (7weeks)	May Term (4 weeks)	Summer Term (4 weeks)
		Marketing (3 credits, 14 weeks)		Workshop Core (3 credits, 4 weeks) • Ethics Matters • Leadership and Org Behavior	Leadership (1.5 credits)
		Operations (3 credits, 14 weeks)			Elective (1.5 credits)
Year 2					
Fall Semester Term 1 (7 weeks)	Term 2 (7weeks)	Spring Semester Term 1 (7 weeks)	Term 2 (7weeks)	May Term (4 weeks)	Summer Term (4 weeks)
Managerial Economics* (2.5 credits)	Data Analysis* (2.5 credits)	International Business (1.5 credits)	Strategy* (2.5 credits)	Workshop Core (3 credits, 4 weeks)	Elective (1.5 credits)
Accounting (3 credits, 14 weeks)		Elective (1.5 credits)	Elective (1.5 credits)	Project Immersion Workshop	Elective (1.5 credits)
Year 3					
Fall Semester Term 1 (7 weeks)	Term 2 (7weeks)	Spring Semester Term 1 (7 weeks)			
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

The Ohio State University, Fisher College of Business, Working Professional MBA Curriculum, May Start

Year 1					
Fall Semester Term 1 (7 weeks)	Term 2 (7weeks)	Spring Semester Term 1 (7 weeks)	Term 2 (7weeks)	May Term (4 weeks)	Summer Term (4 weeks)
				Workshop Core (3 credits, 4 weeks) • Ethics Matters • Leadership and Org Behavior	Leadership (1.5 credits)
					Elective (1.5 credits)
Year 2					
Fall Semester Term 1 (7 weeks)	Term 2 (7weeks)	Spring Semester Term 1 (7 weeks)	Term 2 (7weeks)	May Term (4 weeks)	Summer Term (4 weeks)
Managerial Economics* (2.5 credits)	Data Analysis* (2.5 credits)	Marketing (3 credits, 14 weeks)		Workshop Core (3 credits, 4 weeks)	Elective (1.5 credits)
Accounting (3 credits, 14 weeks)		Operations (3 credits, 14 weeks)		Project Immersion Workshop	Elective (1.5 credits)
Year 3					
Fall Semester Term 1 (7 weeks)	Term 2 (7weeks)	Spring Semester Term 1 (7 weeks)			
Elective (1.5 credits)	Elective (1.5 credits)	International Business (1.5 credits)	Strategy* (2.5 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)
Year 4					
Fall Semester Term 1 (7 weeks)					
Elective (1.5 credits)					
Elective (1.5 credits)					

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

Status: PENDING

PROGRAM REQUEST
Working Professional Master of Business
Administration

Last Updated: Soave, Melissa A
05/10/2011

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 Part-Time Master of Business Administration
Proposed Program/Plan Name Working Professional Master of Business Administration
Program/Plan Code Abbreviation PTMBA-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		76	50.7	47.3	3.4
Required credit hours offered by the unit	Minimum	76	50.7	47.3	3.4
	Maximum	76	50.7	47.3	3.4
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

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**
- 1. Graduates are able to apply their knowledge & skills to solve business problems
 - 2. Graduates have a global perspective and an awareness of how cultural differences impact business
 - 3. Graduates are able to work and lead effectively in a team-based environment
 - 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

Status: PENDING

PROGRAM REQUEST
Working Professional Master of Business
Administration

Last Updated: Soave, Melissa A
05/10/2011

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

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 attachment

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 Attachments & Docs for WP MBA.pdf: All attachments & documents for WP (PT) MBA

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

Comments

- ATTENTION REGISTRAR'S OFFICE: The college would like to change the plan code on one of the programs already at CAA. We asked for the program name to be changed in the submission for the Part-Time MBA. (Change to Working Professional MBA). The current plan code is PTMBA-MB, but the college would like it changed to WP MBA-MB to reflect the name change. The College contact is: Jill O'Neill, oneill_139@fisher.osu.edu. *(by*

Soave, Melissa A on 05/10/2011 07:19 PM)

Workflow Information

Status	User(s)	Date/Time	Step
Submitted	Gomez-Bellenge, Francisco X	02/09/2011 01:51 PM	Submitted for Approval
Approved	O'Neill, Jill Ann	02/09/2011 01:52 PM	Unit Approval
Approved	O'Neill, Jill Ann	02/09/2011 01:53 PM	SubCollege Approval
Approved	Mangum, Stephen L	02/09/2011 01:56 PM	College Approval
Approved	Myers, Dena Elizabeth	02/09/2011 03:45 PM	GradSchool Approval
Pending Approval	Soave, Melissa A	02/09/2011 03:45 PM	CAA Approval

Status: PENDING

PROGRAM REQUEST
Working Professional Master of Business
Administration

Last Updated: Soave, Melissa A
05/10/2011



January 31, 2011

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

Dear Joe:

RE: Proposed Semester Conversion for Working Professionals MBA Degree Program

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

The WP-MBA program track is a two to five year (most students complete the degree in two years and one quarter) professional master's program that consists of 11 core courses (40 credits) taken across the five academic departments within the Fisher College of Business, as well as 36 elective hours for a total of 76 quarter hours.

Under semesters, the WP-MBA program will consist of 10 core courses (24.75 credit hours) and 13 electives (19.5 credit hours) plus a May Term 3-credit Project Experience for a total of 47.25 semester credit hours.

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 WP-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.

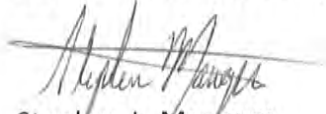
Office of the Dean

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

Sincerely,

A handwritten signature in blue ink that reads "Christine Poon". The signature is written in a cursive style.

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

A handwritten signature in black ink that reads "Stephen L. Mangum". The signature is written in a cursive style.

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 Working Professional MBA (WP-MBA) track of the MBA Program to accommodate the conversion from a quarter system to a semester system schedule.

Background

The MBA Program has been in existence since 1933 and was most recently revised in 1996. The WP-MBA was last reviewed externally in 2009 by the Association to Advance Collegiate Schools of Business, the major accreditation group for leading business schools. The WP-MBA is highly regarded, having recently been ranked 10th in the nation by *U.S. News & World Report*.

A detailed benchmarking of 18 MBA programs in semester schools was undertaken in conjunction with an internal review and evaluation. Given the high national ranking of the program changes proposed to what we are doing currently are relatively minor.

Proposed Semester curriculum

Under semesters, the WP-MBA program will consist of 10 core courses (24.75 credit hours) and 13 electives (19.5 credit hours) plus a May Term 3-credit Project Experience for a total of 47.25 semester credit hours. 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 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 two May Terms will be used to create two special course experiences for working professional MBA students: A Leadership Immersion experience and either an Action-Based project or a Global Learning Immersion. 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.

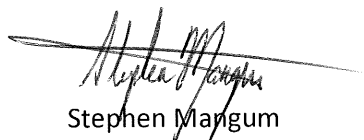
Senior Associate Dean

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

The proposed WP-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", is written over a horizontal line that extends to the left and right.

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

Program Rationale Statement

The last major program revision to the Fisher MBA program was in 1996.

The Working Professional track of the Fisher MBA program is one of the best of its kind in the country as reflected in its recent rankings. To continue the further development of this program track the program leadership sought program improvements that would further differentiate the program while improving student intake that has been a challenge in recent years.

Two special course experiences will be implemented under semesters: a leadership immersion experience including work in ethics and corporate social responsibility; and an action based and/or global immersion experience to take advantage of the work environments in which these students are employed.

In addition to these curricular changes under semesters we will improve the program's structure through admissions in August, January and May, allowing students to move more smoothly through the program's curricular structure (see transition plan).

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

List of Semester Courses for WPMBA

Department	Course #	Credits	Title
Required Courses offered by the unit			
Core			
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	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	6280	1.5	Communications Workshop

Electives			
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.	1.50	Corporate I
BUS-FIN	7212.	1.50	Corporate II
BUS-FIN	7213.	1.50	Corporate III
BUS-FIN	7214.	1.50	Corporate IV
BUS-FIN	7215.	1.50	Entrepreneurial Finance
BUS-FIN	7216.	1.50	Private Equity
BUS-FIN	7220.	1.50	Investments I
BUS-FIN	7221.	1.50	Financial Modeling
BUS-FIN	7222.	1.50	Investments II
BUS-FIN	7223.	1.50	Investments III
BUS-FIN	7224.	1.50	Trading & Markets
BUS-FIN	7225.	3.00	Student Investment Management
BUS-FIN	7225.	1.50	Behavioral Finance
BUS-FIN	7230.	1.50	Derivatives I
BUS-FIN	7232.	1.50	Derivatives II
BUS-FIN	7250.	1.50	International Finance
BUS-FIN	7260.	1.50	Financial Institutions
BUS-FIN	7260.	1.50	Insurance
BUS-FIN	7270.	1.50	Real Estate I
BUS-FIN	7270.	1.50	History of Financial Thought
BUS-FIN	7272.	1.50	Real Estate II
BUS-FIN	7280.	1.50	Legal Business Issues
BUS-FIN	7290.	1.50	Risk Management I
BUS-FIN	7291.	1.50	Risk Management II
BUS-FIN	7500.	3.00	Recent Advances in Financial Markets
BUS-FIN	7521.	1.50	Financial Modeling
BUS-MHR	7010.	1.50	Advanced topics in Multinational Business
BUS-MHR	7011.	1.50	International Business Simulation
BUS-MHR	7012.	1.50	International Strategy

BUS-MHR	7013.	1.50	China and Its Global Business Implications
BUS-MHR	7014.	1.50	Global Management of Intellectual Property
BUS-MHR	7015.	1.50	The Globalization of Smaller Firms
BUS-MHR	7016.	1.50	Social enterprise in Base-of-the Pyramid Markets
BUS-MHR	7017.	3.00	International Projects
BUS-MHR	7020.	1.50	Global Labs-I
BUS-MHR	7021.	3.00	Global Labs-II
BUS-MHR	7220.	1.50	Mastery in Execution
BUS-MHR	7221.	1.50	Leadership Values and Decision Making
BUS-MHR	7222.	1.50	Advanced Topics in Leadership: Building Your Leadership Legacy
BUS-MHR	7223.	1.50	Advanced Topics in Leadership Effectiveness: \Implementation
BUS-MHR	7224.	1.50	Organizational Turnarounds
BUS-MHR	7225.	1.50	Crisis Leadership
BUS-MHR	7226.	1.50	Foundations of Transformational Leadership-I
BUS-MHR	7227.	1.50	Foundations of Transformational Leadership-II
BUS-MHR	7230.	1.50	Developing High Performance Teams
BUS-MHR	7231.	1.50	Building Professional Services
BUS-MHR	7232.	1.50	Leading and Managing Change
BUS-MHR	7240.	1.50	Managerial Negotiations
BUS-MHR	7241.	1.50	Advanced Managerial Negotiation
BUS-MHR	7242.	1.50	International Negotiations and Deal Making
BUS-MHR	7350.	1.50	International Human Resources
BUS-MHR	7412.	1.50	Competitive Analysis
BUS-MHR	7413.	1.50	Advanced Competitive Analysis
BUS-MHR	7414.	1.50	Vertical Integration, Outsourcing, & Firm Performance
BUS-MHR	7415.	1.50	Corporate Diversification
BUS-MHR	7418.	1.50	Strategic Corporate Restructuring
BUS-MHR	7420.	1.50	Mergers, Acquisitions and Corporate Development
BUS-MHR	7421.	3.00	Intopia: Applied Competitive Strategy
BUS-MHR	7422.	1.50	Strategic Bankruptcy
BUS-MHR	7423.	1.50	Strategic Dynamics
BUS-MHR	7424.	1.50	Strategic Implementation
BUS-MHR	7425.	1.50	Strategic Alliances
BUS-MHR	7430.	3.00	Business Solutions Teams
BUS-MHR	7460.	1.50	Innovation Management
BUS-MHR	7461.	1.50	Technology and Innovation Strategy
BUS-MHR	7520.	1.50	Entrepreneurship and Introduction to Business Plans
BUS-MHR	7521.	1.50	Professionalizing the Business Plan
BUS-MHR	7525.	1.50	Global innovation and entrepreneurship leadership
BUS-MHR	7526.	1.50	Starting a retail or product business
BUS-MHR	7530.	1.50	Technology Entrepreneurship and Commercialization

BUS-MHR	7531.	1.50	Technology Ventures
BUS-MHR	7535.	1.50	The accelerator
BUS-MHR	7540.	1.50	Field study in micro enterprise in developing economies
BUS-MHR	7600.	2.25	Organizations, Markets and Management
BUS-MHR	7605.	3.00	The Business of College Sports
BUS-MHR	7610.	1.50	Business Ethics
BUS-MHR	7630.	1.50	Creativity: Skills and Practice
BUS-MHR	7640.	1.50	Strategies for Business Sustainability: Principles and Concepts
BUS-MHR	7641.	1.50	Strategies for Business Sustainability: Applications and Solutions
BUS-MHR	7642.	3.00	Project Experience in Business Sustainability
BUS-MHR	7660.	1.50	Innovation Practice
BUS-MHR	7661.	1.50	Innovations in Digital and eCommerce Management
BUS-MHR	7662.	1.50	Creativity and Ideation
BUS-MHR	7663.	1.50	Psychological issues in organizational Innovation
BUS-MHR	7665.	3.00	Innovation Field Studies
BUS-MHR	7689.	1.50	Washington Campus
BUS-MGT	7201.	1.50	Service Operations
BUS-MGT	7202.	1.50	The Business of Healthcare
BUS-MGT	7203.	1.50	Healthcare Operations, Quality and Patient Safety
BUS-MGT	7204.	1.50	Managing Continuous Process Improvement in Healthcare
BUS-MGT	7221.	1.50	Introduction to Decision Making
BUS-MGT	7222.	1.50	Simulation, Risk Analysis, and Decision Making
BUS-MGT	7223.	1.50	Project Management: Senior Manager Issues (Part I)
BUS-MGT	7224.	1.50	Project Management: Project Manager Issues (Part II)
BUS-MGT	7231.	1.50	Manufacturing Planning and Control for Supply Chain Management
BUS-MGT	7232.	1.50	Supply Chain Analytics: Matching Supply with Demand
BUS-MGT	7233.	1.50	Organizing for Effective Global Sourcing (Global Sourcing I)
BUS-MGT	7234.	1.50	Managing for Effective Global Sourcing (Global Sourcing II)
BUS-MGT	7241.	1.50	Lean Enterprise Leadership
BUS-MGT	7242.	1.50	Six Sigma Black Belt Principles I
BUS-MGT	7243.	1.50	Six Sigma Black Belt Principles II
BUS-MGT	7244.	3.00	Six Sigma Projects
BUS-MGT	7251.	1.50	Operations and Supply Chain Strategy
BUS-MGT	7252.	1.50	Technology Management
BUS-MGT	7253.	1.50	Sustainable Operations
BUS-MGT	7254.	1.50	Introduction to the Global Energy Industry

BUS-M&L	7201.	1.50	Marketing Research and Analytics
BUS-M&L	7202.	1.50	Consumer Behavior
BUS-M&L	7203.	1.50	Advertising and Promotion Management
BUS-M&L	7204.	1.50	Product Management
BUS-M&L	7205.	1.50	Services Marketing
BUS-M&L	7206.	1.50	Brand Management
BUS-M&L	7207.	1.50	Pricing Strategies & Tactics
BUS-M&L	7208.	1.50	Emerging Media
BUS-M&L	7209.	1.50	Strategic Sales Force Management
BUS-M&L	7212.	1.50	Business-to-business Marketing
BUS-M&L	7213.	1.50	Marketing Innovation Practice
BUS-M&L	7214.	1.50	Multi-channel Marketing
BUS-M&L	7215.	1.50	Global Market Management
BUS-M&L	7216.	1.50	Social Marketing
BUS-M&L	7217.	3.00	Field Studies
BUS-M&L	7380.	1.50	Strategic Logistics Management
BUS-M&L	7381.	1.50	Logistics Decision Making
BUS-M&L	7382.	1.50	Logistics Analytics
BUS-M&L	7383.	1.50	Supply Chain Management
BUS-M&L	7384.	1.50	Supply Chain Management Tools
BUS-M&L	7385.	1.50	Building a Sustainable Supply chain
BUS-M&L	7386.	1.50	Logistics Technology and Application
BUS-M&L	7387.	1.50	Lean Logistics
BUS-M&L	7388.	3.00	Field Problems in Logistics

Year 1 - Fall Semester

Term 1 (7 weeks)	Term 2 (7weeks)
Managerial Economics* (2.25 credits)	Data Analysis for Managers* (2.25 credits)

Accounting (3 credits)

Year 1 - Spring Semester

14 weeks

Marketing (3 credits)

Operations Management (3 credits)

Year 1 - May Term

4 weeks

Leadership Development Immersion (1.5 credits)
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Communications Workshop (1.5 credits)

Year 1 - Summer Term

7 weeks

Leadership Development 2 (1.5 credits)
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Elective 1 (1.5 credits)

Year 2 - Fall Semester

Term 1 (7 weeks)	Term 2 (7weeks)
Finance (3 credits, 14 weeks)	

Elective 2 (1.5 credits)	Elective 3 (1.5 credits)
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Year 2 - Spring Semester

Term 1 (7 weeks)	Term 2 (7weeks)
International Business (1.5 credits)	Strategy* (2.25 credits)

Elective 4 (1.5 credits)	Elective 5 (1.5 credits)
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Year 2 - May Term

4 weeks

Project Experience (3 credits)

Year 2 - Summer Term

7 weeks

Elective 6 (1.5 credits)

Elective 7 (1.5 credits)

Year 3 - Fall Semester

Term 1 (7 weeks)	Term 2 (7weeks)
Elective 8 (1.5 credits)	Elective 10 (1.5 credits)

Elective 9 (1.5 credits)	Elective 11 (1.5 credits)
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Year 3 - Spring Semester

Term 1 (7 weeks)	Term 2 (7weeks)
Elective 12 (1.5 credits)	

Elective 13 (1.5 credits)

* Accelerated core course has extended meeting period

CURRICULUM SUMMARY	
10 Core Courses	24.75 credit hours
13 Elective Courses	19.50 credit hours
Project Experience	3.00 credit hours
Total	47.25 credit hours

Quarter Advising Sheet for WP MBA

What if you could build your own curriculum... one that enabled you to balance your personal strengths and interests with your unique vision of the future?

Because our curriculum is flexible, every Fisher MBA degree is different. You can specialize in a wide range of business disciplines by choosing from over 100 business electives. Our unique position as a small program within one of the world's largest research universities also enables you to add specialized study from academic areas outside Fisher to further customize your MBA degree. Your academic advisor will work with you to enhance your MBA program by adding approved elective courses from more than 120 other graduate programs within the university.

The Working Professional MBA curriculum is 76 total credit hours, comprising 40 credit hours of core courses and 36 credit hours of elective courses. Students can finish as quickly as two years or extend out their time to five years. See sample schedule on next page.

Core: Creating Solid Fundamentals

Fisher MBAs complete a vigorous, multidisciplinary core curriculum. This core ensures that every Fisher MBA has a solid understanding of key management principles. Our grads find this broad knowledge base essential to becoming leaders in the business world.

Core

Core courses provide in-depth exploration of all the functional areas that are critical to a complete understanding of the general business environment. Fisher Working Professional MBA students typically complete core courses by attending class two times a week from 6-10 p.m. The schedule is highly flexible, designed to be adapted if you find that you need to extend your MBA studies beyond two years.

MBA 800: Financial Accounting & Reporting

MBA 801: Cost Accounting

MBA 810: Finance - Making Investment Decisions

MBA 812: Managerial Economics

MBA 820: Business in the Global Macroeconomy

MBA 825: Enhancing Professional Interchange

MBA 840: Marketing Management

MBA 850: Operations Management

MBA 860: Organizational Behavior & Teamwork Skills

MBA 870: Business Statistics

MBA 980: Strategy Formulation & Implementation

Sample Class Schedule

Below is a sample schedule for the MBA for Working Professionals Program. The program is designed to be flexible and allows you to take electives from the beginning of the program.

This sample schedule assumes that the core MBA courses would be completed before choosing any electives. This schedule also assumes a summer quarter start and attending the program part-time by taking 8 credit hours per quarter.

1 st Summer Quarter	Autumn Quarter	Winter Quarter	Spring Quarter	2 nd Summer Quarter	Remaining Quarters
MBA 800 - Financial Accounting and Reporting (4 credit hrs) Meets Tuesdays and Thursdays 6:00pm - 7:48pm	MBA 870 - Data Analysis for Managers (4 credit hrs) Meets Tuesdays and Thursdays 6:00pm - 7:48pm	MBA 801 - Cost Accounting (2 credit hrs) Meets Thursdays 6:00pm - 7:48pm	MBA 810 - Financial Mangement I (4 credit hrs) Meets Tuesdays and Thursdays 6:00pm - 7:48pm	MBA 820 - Global Environment of Business (4 credit hrs) Meets Mondays and Wednesdays 6:00pm - 7:48pm	36 credit hrs of elective courses to complete the degree. Avg time to complete the MBA for Working Professionals program is 2 years and 1 quarter Minimum time is 24 months Maximum time is 5 years.
MBA 860 - Organizational Behavior and Teamwork Skills (4 credit hrs)	MBA 812 - Managerial Economics (4 credit hrs)	MBA 850 - Operations Management (4 credit hrs) Meets	MBA 840 - Marketing Management (4 credit hrs) Meets	MBA 980 - Strategy Formulation and Implementation I (4 credit hrs) Meets Mondays and	

1 st Summer Quarter	Autumn Quarter	Winter Quarter	Spring Quarter	2 nd Summer Quarter	Remaining Quarters
Meets Tuesdays and Thursdays 8:00pm - 9:48pm	Meets Tuesdays and Thursdays 8:00pm - 9:48pm	Tuesdays and Thursdays 8:00pm - 9:48pm	Tuesdays and Thursdays 8:00pm - 9:48pm	Wednesdays 8:00pm - 9:48pm	
		MBA 825 - Enhancing Professional Interchange (2 credit hrs) Meets Tuesdays 6:00pm - 7:48pm			

Transition Policy for WPMBA

Under quarters, MBA for Working Professionals students could enter the program in any quarter. Under semesters, there are three possible starting points, September, January and May. The offering of core courses throughout the year is 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. Making this work requires offering the accounting core courses more frequently than other core courses, but as this need is anticipated we can plan ahead to staff for this.

Because students have previously entered the program in any quarter, at any point in time we have students in various stages of completion of core classes.

- Students admitted through Summer 2011 Quarter will be able to complete the core under quarters plus summer Term 2012.
- Students admitted in Fall 2011 will be able to complete the core by the end of the Autumn 2012 Semester including the Summer 2012 Term.
- No students will be admitted for Winter 2012 quarter.
- Students admitted in Spring Quarter 2012 will take two electives in that term. They will begin their core classes in Autumn 2012. They may take elective courses in Summer 2012 if desired.
- Students admitted in Summer 2012 will take two electives in that Term prior to starting the core under semesters in Autumn 2012.

All students, whether beginning the program on the quarter or semester system, will be required to complete the equivalent of 48 semester hours using a conversion multiple of .666 to convert quarter credits earned prior to semester conversion to semester hours.

The few students who end up out of sequence despite the plan will have individualized plans developed for them in consultation with their student advisor.

Q2S Calendar for WP MBA Transition Plan

2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015		
Au 2009 cohort-start Core under Quarters	Au 2009 cohort-finish Core & begin Electives under Quarters	Au 2009 cohort-finish Electives under Quarters	Au 2009 cohort stragglers-finish Electives under Semesters	Au 2009 cohort stragglers-finish Electives under Semesters			
	Au 2010 cohort-Start Core under Quarters	Au 2010 cohort-finish Core & begin Electives under Quarters	Au 2010 cohort-finish Electives under Semesters	Au 2010 cohort stragglers-finish Electives under Semesters	Au 2010 cohort stragglers-finish Electives under Semesters		
		Summer 2011 cohort finish core during Summer 2012 Term	Summer 2011 cohort finish Electives under Semesters	Summer 2011 cohort finish Electives under Semesters	Summer 2011 cohort stragglers finish under Semesters	Stragglers finish electives Under Semesters	
		Au 2011 cohort-start Core under Quarters	Au 2011 cohort-finish Core & start Electives under Semesters	Au 2011 cohort-finish Electives under Semesters	Au 2011 cohort stragglers-finish Electives under Semesters		
		No students admitted Winter 2012					
		Spring 2012 cohort begin electives before Core sequence	Spring 2012 cohort begin Core under Semesters	Spring 2012 cohort complete Core and begin electives	Spring 2012 cohort Stragglers finish electives	Stragglers finish electives Under Semesters	
			Summer 2012 cohort starts electives in Summer 2012 Term	Summer 2012 cohort complete Core and begin electives	Summer 2012 cohort finish electives		
			Au 2012 cohort-Start program under Semesters				

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:

Course	Hours
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
Total Core Hours	27.00

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.

Example of Possible Full Time MBA Curriculum Sequence	
Year 1	
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/>	
Year 2	
Terms 1 to 4 - 18 Electives @ 1.5 credits each	27.00
Total credits	57.00

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:

Course	Hours
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
Total Core Hours	24.75

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

Example of Possible WP MBA Curriculum Sequence (33 months)	
Year 1-Fall Start	
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
Year 2	

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
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Year 3-End in April, End of Spring Semester	
Semester 5 - electives	6.00
Semester 6 - electives	3.00
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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.