

ACAP
1/26/17
Agenda Item 3d

Name of Institution:

Coastal Carolina University

Name of Program (include concentrations, options, and tracks):

Master of Business Administration (MBA)

Program Designation

- Associate's Degree
- Master's Degree
- Bachelor's Degree: 4 Year
- Specialist
- Bachelor's Degree: 5 Year
- Doctoral Degree: Research/Scholarship (e.g., Ph.D. and DMA)
- Doctoral Degree: Professional Practice (e.g., Ed.D., D.N.P., J.D., Pharm.D., and M.D.)

Does the program qualify for supplemental Palmetto Fellows and LIFE Scholarship awards?

- Yes
- No

Proposed Date of Implementation **Fall 2017** CIP Code **52.0201**

Delivery Site(s): **Main Campus of Coastal Carolina University, Conway, SC**

Delivery Mode:

- Traditional/face-to-face*
*select if less than 50% online
- Distance Education
 - 100% online
 - Blended (more than 50% online)
 - Other distance education

Program Contact Information (name, title, telephone number, and email address):

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Institutional Approvals and Dates of Approval:

Internal Institutional Body	Date of Approval
MBA Advisory Committee	2/15/2016
Wall College of Business Faculty	2/26/2016
Dean, Wall College of Business	2/26/2016
Graduate Council	5/4/2016
Faculty Senate	7/13/2016
Provost	8/15/2016
President	8/17/2016

Note: Program Modifications do not require approval of the Board of Trustees.

Background Information

Provide a detailed description of the proposed modification, including its nature and purpose and centrality to institutional mission.

The MBA program at Coastal Carolina University (CCU) is accredited by the Association to Advance Collegiate Schools of Business (AACSB International), which provides internationally recognized and specialized accreditation for business and accounting programs. The AACSB accreditation of the MBA program provides worldwide recognition, a designation that less than one-third of U.S. business school programs and only 15% of business school programs worldwide have attained. The MBA program at CCU was introduced in 2006 and has experienced continued growth as the interest in MBA degree programs increased. In the first five years of implementation, the MBA program was evaluated, and changes were made based on student, alumni, and faculty feedback. In 2011, the MBA was designed so that students could complete the program in one year if attending full-time. The main impetus for this change was to provide flexibility in the types of courses offered and in the scheduling available for students. Currently the program is structured to provide in-person courses which meet in the evenings for approximately 3 hours; however, there has been increased demand from current and prospective student populations to offer hybrid or online classes for even more flexibility.

The faculty have evaluated the MBA degree program based on: (1) labor market expectations, (2) student needs and interests, and (3) faculty expertise that would make contributions to the program. Overall, we propose changes to modify three (3) aspects of the current MBA program, and we provide more detailed rationale to support these changes in the discussions following:

- I. Change the mix of course offerings in required and elective courses.
- II. Change the contact hours for courses by converting from 2-credit to 3-credit hour courses, which extends course meetings from the current 7 weeks to 15 weeks.
- III. Add online degree completion to the traditional, in-person course meeting options.

The impetus for these program modifications include:

- A. A changing demographic profile of MBA students, reflecting limited work experience and undergraduate degrees with limited exposure to business concepts has resulted in the need for more in-depth study in the business functions.
- B. Feedback from current students and alumni of the MBA program indicating a need to provide more time for mastery of the core business functions. This issue is especially prominent for students entering with non-business undergraduate degree programs.
- C. Faculty feedback that the current compressed 8-week schedule does not provide the desired amount of time for students and faculty to engage and for students to attain the desired degree of depth in knowledge and skill areas. This is especially an area of focus in the core business functions.
- D. Staffing challenges associated with the number of course offerings required to sustain the current 8-week, half-semester course scheduling.

Therefore, the following adjustments are proposed:

- I. Change the mix of course offerings in required and elective courses: The first aspect of this program modification is a change in the mix of *required* versus elective courses. Generally, MBA programs provide training in the core business functions of Accounting, Finance, Management, Marketing, Economics, and Operations. Our current MBA program maintained these core business functions in the required courses but added required courses to include: Project Management, Sustainability, Creativity, Entrepreneurship, and Quality Management, which are generally elective course options in most MBA programs. We seek to continue providing the training in the core business functions and expand elective options to allow students more flexibility and an area of focused study, if desired.

In the current program, students complete 12 required courses for a total of 24 hours, with 6 hours of electives for degree completion. The modified program would consist of 7 required courses for a total of 21 hours and 9 hours of electives. We propose this change because we believe this mix better reflects an MBA degree program that provides learning in the core business functions but also allows students the flexibility to enhance learning in *other* areas in their elective course options. As part of this modification, we reviewed more than 18 MBA degree programs in the state of South Carolina and in close geographic proximity to Coastal Carolina University. As part of this review, we found all MBA programs require Accounting, Finance, Management, Marketing, Operations, and (generally) Business Law. All other courses offered tended to be electives, as they focus on specific areas of study but are not a core business function. We propose to make similar changes in the current MBA degree program such that we add two new courses: (1) Leadership and (2) Operations and Global Supply Chain Management, to required courses for all MBA students. Subsequently, we propose moving the following courses from our *required* courses to *elective* course options: (1) Project Management, (2) Creativity & Innovation, (3) Managing Quality, (4) Sustainability, and (5) Service Marketing. The final result will be that students receive training in the core business functions reflective of an MBA degree program, but they will still have the flexibility to take elective courses that align with their individual career needs and interests.

- II. Change the contact hours of courses by converting from 2-credit to 3-credit hour courses: The current program consists of 2-credit hour courses that meet 3 hours per week for 8 weeks. A 2-credit hour course meets 3 hours per week for 8 weeks, resulting in *24 contact hours* with students on any given topic. We have found that students were able to grasp the foundations but we have limited time for the application of learning. Based on the importance of experiential and applied learning to our program, we are proposing to convert to 3-credit hour courses that meet 3 hours per week over 15 weeks that would result in *45 contact hours* which would allow students to have greater depth of knowledge in the core business functions, more time for practical application of the learning material, and increased time for faculty-student engagement.
- III. Add online degree completion to the traditional, in-person course meeting options: In addition to the structural change of course offerings, we are proposing to offer multiple modalities for students to complete the degree and add more flexibility in the course scheduling. The majority of our MBA students work full-time and have expressed the need for more flexibility in course offerings that would allow them to take both in-person courses as well as online or blended courses. The addition of an online degree completion option for our students will provide them with increased

flexibility to complete their degree program.. With the proposed program modification, students can complete the degree (a) fully online, or (b) fully in-person, or they can have a (c) blended learning experience taking some courses online and other courses in-person, as their schedules permit.

Appendix A reflects the current program and proposed changes. As shown in *Appendix A*, the program modification will result in coverage of the same core business functions of Accounting, Finance, Management, Marketing, and Operations but would expand the elective course offerings to provide students with the option of a more focused area of study in elective courses. *Appendix B* provides the new MBA curriculum with course listings and course descriptions. *Appendix C* provides the proposed scheduling for MBA courses that would allow students to complete the modified program in one year or complete it on a part-time basis, if necessary.

In summary, the modifications proposed for the MBA program will continue to provide students with the key knowledge areas for an advanced degree in business, but it will also provide students with the flexibility to take face-to-face or online course options. The revised program further supports the university's mission "to develop students who are both knowledgeable in their chosen fields and prepared to be productive, responsible, healthy citizens with a global perspective" such that the key knowledge areas in the MBA program reflect the knowledge and skill competencies employers are seeking of employees in the workforce. The enhanced contact time in the core business functions will also better support the mission by providing opportunities to enhance the learning experience. We believe the new mix of courses reflects what is expected of graduates with an MBA degree and would allow our students to be competitive in the job market.

Transitioning of current students: We have worked with students currently enrolled in the program to ensure they would be able to complete the program with minimal impact to them in terms of course availability, scheduling, and cost. We are working one-on-one with students to develop a degree completion plan that meets the needs of the students and allows them flexibility in course offerings. For a short time we expect to offer both old and new versions of the required curriculum in order to meet the needs of both current and new students.

List the objectives of the modified program.

The purpose of the MBA degree program is to prepare graduates for careers in a broad spectrum of business activities. Employers are seeking graduates with enhanced business knowledge, global perspectives, and the ability to manage many aspects of the organizational environment. The MBA program provides this training and allows our graduates to be more competitive in the workforce.

The objectives of the modified program are:

1. To prepare students for a changing domestic and global business environment characterized by organizational and cultural values, diversity, opportunity, and growth.
2. To involve students in an intense learning experience that emphasizes conceptual reasoning by using student-centered learning, flexible class design, and technology for learning and research.
3. To provide a continuously improving learning environment characterized by faculty interaction with students based on collegiality, integrity, service, respect for others and the world, and the pursuit of knowledge.
4. To ensure that students command core knowledge across business disciplines.
5. To ensure that students understand the current boundaries of business knowledge and possess the skills to apply and build upon that knowledge, thereby preparing them for lifelong learning.

The MBA program can be completed by full-time students in one year and by part-time students within 5 years. Individuals may take courses year-round through online, face-to-face, or hybrid modalities. This flexibility allows a customized learning experience while equipping students with the knowledge and skill competencies desired in the workplace.

Assessment of Need

Provide an assessment of the need for the program modification for the institution, the state, the region, and beyond, if applicable.

The “Occupational Outlook for Various Programs of Study” report (Von Nessen, 2016) suggests that Business Administration and Management is the number one most popular undergraduate degree in the state between 2009-2014. With over 12,000 individuals completing a Bachelor’s degree in this area during this timeframe, there are a large number of potential students available for a Master’s degree in this area (with additional potential students coming from related areas such as general business, marketing and finance). Not all individuals may be located in the immediate vicinity, making online or hybrid options more attractive.

According to the report, there is a 13.3% projected employment growth for students with this expertise (2012-2022), with Marketing/Marketing Management programs of study having a projected job growth of over 20% in the state with a relative dearth of relevant degree programs. Our MBA program contains content in this area that can prepare graduates for this type of work (e.g., Marketing Strategy, Service Marketing, Sales and Relationship Management, and Social Media Marketing).

We have previously discussed the rationale for specific changes based on MBA degree program expectations, student needs for successful completion of the MBA degree, student and faculty needs to enhance the learning environment, and the flexibility in degree completion achieved by offering traditional, in-person and online delivery options. We highlight the following needs that can be met immediately with the proposed program modification.

Need 1: Current program structure and scheduling: In addition to changing the mix of course offerings and course contact hours, we desire to meet students’ needs to attain more depth of knowledge and skillfulness in the core business functions. Students and faculty have provided feedback on the current structure and fully support the proposed change to a 3-credit hour model. We believe our students will be better served by a full-semester experience that provides enhanced experiential learning in the core business functions. The increase in time spent on core business functions is expected to better prepare all students entering the MBA program, particularly those without an undergraduate degree in business, representing roughly one-fourth of the current student population.

Need 2: Online modality: A significant portion of current and prospective students are interested in online courses with about *30% of current students requesting online course options*. 2) In addition, feedback sessions with community members of the Chamber of Commerce and Human Resource Management Association captured the interests of working professionals as they considered an MBA program. We found *the majority of working adults desire flexible options* (face to face, online, and hybrid). Thus, we propose to offer the MBA through both online and face-to-face modalities.

Addressing the above emerging needs with the proposed changes will strengthen our program. We believe these program modifications support the needs and goals of our institution and our state.

Will the proposed modification impact any existing programs and services at the institution?

- Yes
 No

List of Similar Programs in South Carolina

The CCU MBA degree is similar to other programs but unique in that we offer flexible options to complete in one year, full-time, and part-time options. The programs listed below are SC institutions of similar size and/or geographic proximity to Coastal Carolina University.

Program Name	Institution	Similarities	Differences
Master of Business Administration	USC Columbia	<ul style="list-style-type: none"> • Business Fundamentals • One-year traditional MBA 	<ul style="list-style-type: none"> • 3 MBA programs – Traditional, International, and Professional • 2 years of work experience required for 1 year program • Completion ranges from 1 year to 28 months • Does not offer fully online program, but some web conferencing in professional program
Master of Business Administration	Clemson University	<ul style="list-style-type: none"> • Business Fundamentals 	<ul style="list-style-type: none"> • 49-credit hour program, 18+ months to complete • Does not offer online degree completion • MBA concentrations offered
Master of Business Administration	College of Charleston	<ul style="list-style-type: none"> • One-year degree completion option • Similar admission requirements • Business Fundamentals 	<ul style="list-style-type: none"> • Does not offer online degree completion option • Does not accept part-time students • MBA focus areas offered • Specific target audience (students with limited work experience)
Master of Business Administration	Francis Marion University	<ul style="list-style-type: none"> • 30-credit hour degree program • Similar admission requirements • Business Fundamentals 	<ul style="list-style-type: none"> • Generally a minimum 2-year completion plan • Some courses are online • Specific target audience (working professionals)
Master of Business Administration	Winthrop University	<ul style="list-style-type: none"> • Similar admission requirements • Business Fundamentals 	<ul style="list-style-type: none"> • Two-year degree completion plan • Does not offer online degree completion option • MBA concentrations offered • Specific target audience – Charlotte Metro area

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Program Name	Institution	Similarities	Differences
Master of Business Administration	Charleston Southern University	<ul style="list-style-type: none"> • Similar admission requirements • Business Fundamentals • Online and blended degree completion options 	<ul style="list-style-type: none"> • Not AACSB accredited • Does not offer 1-year degree completion option
Master of Business Administration	The Citadel	<ul style="list-style-type: none"> • Similar admission requirements • Business Fundamentals • Online and blended degree completion options 	<ul style="list-style-type: none"> • Does not offer 1-year degree completion option

Description of the Program

The MBA program has admission in Fall, Spring, or Summer. Traditionally, the highest enrollment has been in Fall with smaller numbers in Spring and Summer. Prior enrollment is used to estimate enrollment overall for the 2017-2018 academic year, and higher numbers are projected for later years based on interest in online degree completion. Credit hours are based on 3-credit hour classes, with students taking 12 credit hours in Fall and Spring and 6 credit hours in Summer.

Projected Enrollment						
Year	Fall Semester		Spring Semester		Summer Semester	
	Total Headcount (1)	Credit Hours (2)	Total Headcount (1)	Credit Hours (2)	Total Headcount	Credit Hours (2)
2017-2018	70	840	70	840	70	420
2018-2019	75	900	80	960	80	480
2019-2020	85	1020	90	1080	90	540
2020-2021	95	1140	95	1140	95	570
2021-2022	100	1200	100	1200	100	600

Note 1: With current enrollment in the program, total headcount for each year is based on 50 new in the fall and 20 new students in the spring. New enrollment is calculated with 3% growth each year. Given admissions at two points of time and that students can graduate in one year, we report enrollment based on continuing and new students in the program by semester.

Note 2: Credit hours based on 12 hours per semester during the academic year and 6 in the summer.

Curriculum

Attach a curriculum sheet identifying the courses required for the program – See Appendices

Curriculum Changes

Note: Complete this table only if there are changes to the curriculum.

Courses Eliminated from Program	Courses Added to Program
<p>No courses are being eliminated from the program, but the following courses are transitioned from required to <i>elective</i> course options:</p> <ul style="list-style-type: none"> • MBA 600 - Project Management (2 credits) • MBA 601 - Managing Quality (2 credits) • MBA 630 - Service Marketing (2 credits) • MBA 640 - Creativity & Innovation (2 credits) • MBA 655 – Sustainability (2 credits) 	<p>The courses listed below are being added to the program requirements:</p> <ul style="list-style-type: none"> • MBA 605 - Operations and Global Supply Chain Management (3 credits) • MBA 615 – Leadership (3 credits)

Faculty

Provide a brief explanation of any additional institutional changes in faculty and/or administrative assignment that may result from implementing the proposed program modification. (1000 characters)

No such changes are anticipated, as the existing MBA program is already fully staffed, and the proposed changes will take advantage of existing resources. The Graduate Programs Director will be working with selected graduate faculty to develop online courses to support the online degree completion option. Thirteen graduate faculty have already agreed to develop online courses equivalent to the traditional, face-to-face course options, and course development will be completed during the 2016-2017 academic year. The course development process involves designing a semester-long, 3-credit hour course that will be delivered in-person and online that aligns with our MBA program goals and student learning outcomes. Each faculty member will complete a distance learning training program as well as Quality Assurance training by The Center for Teaching Excellence and Advanced Learning (CeTeal Center). Members of the CeTeal staff will work with faculty on the design, development, and delivery of courses and be subjected to a Quality Matters (QM) assessment by a certified QM coach prior to the course offering. Quality Matters is a nationally recognized, faculty-centered, peer review process designed to certify the quality of online courses and online components.

Resources

Identify any new library/learning resources, new instructional equipment, and new facilities or modifications to existing facilities needed to support the modified program. (2000 characters)

No additional library resources, physical plant, or modifications will be needed to initiate the program modification, as the Wall College of Business Administration already has the required technology for online delivery of courses. There will be no new costs for administering the revised program in both face-to-face and online modalities. The Information Technology Services (ITS) staff of CCU has software and provides training for faculty to capture course content and provide the interface to deliver the content in an online environment. The ITS staff is prepared to provide some training to faculty on the use of technology for quality online course delivery. The ITS staff also provides excellent 24-hour support services, which include help desks, online web chats, and technology purchasing guidelines for students and faculty. The university already has a learning management platform, Moodle, which provides the necessary interface for classroom support and online course delivery. In addition to support faculty, ITS staffs a student help desk that currently assists students with technology issues and technology support for online courses.

The Center for Teaching Excellence and Advanced Learning (CeTeal Center) and Coastal Office of Online Learning (COOL) will provide comprehensive training and support for faculty members teaching online courses. Faculty developing course content for online delivery will be required to attend a training session on Applying the Quality Assurance Inventory (QAI), which is the university's official quality review instrument derived from national Quality Matters (QM) standards for online course design. Faculty will also have additional training opportunities through the Distance Learning Institute of the CeTeal Center, which offers sessions for various aspects of online course design and delivery. Upon completion of course development process, the professional staff in the COOL office will review courses for quality and assist faculty with continued course development.

Financial Support

Estimated Costs by Year						
Category	1st	2nd	3rd	4th	5th	Total
Program Administration (1)	\$34,181	\$34,864	\$35,562	\$36,273	\$36,998	\$177,878
Faculty and Staff Salaries (2)	\$575,479	\$586,989	\$598,729	\$610,703	\$622,917	\$2,994,817
Graduate Assistants	\$13,000	\$13,000	\$13,000	\$13,000	\$13,000	\$65,000
Equipment						\$0
Facilities						\$0
Supplies and Materials	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$7,500
Library Resources						\$0
Other						\$0
Total	\$624,160	\$636,353	\$648,790	\$661,476	\$674,416	\$3,245,195
Sources of Financing by Year						
Category	1st	2nd	3rd	4th	5th	Total
Tuition Funding	\$1,285,389	\$1,460,936	\$1,681,201	\$1,851,231	\$1,987,638	\$8,266,395
Program-Specific Fees						\$0
State Funding						\$0
Reallocation of Existing Funds						\$0
Federal Funding						\$0
Other Funding						\$0
Total	\$1,285,389	\$1,460,936	\$1,681,201	\$1,851,231	\$1,987,638	\$8,266,395
Net Total (i.e., Sources of Financing Minus Estimated Costs)	\$661,229	\$824,583	\$1,032,410	\$1,189,755	\$1,313,222	\$5,021,200

Note 1: Program administration based on 25% of Director's salary plus 25.34% fringe for year one. Years 2-5 are based on a 2% increase.

Note 2: Faculty and staff salaries include 25.34% fringe benefits. Years 2-5 are also based on a 2% increase.

Note 3: Summer salaries are included in faculty and staff salaries.

Projected Resources – Administration, Faculty, and Staff

YEAR	NEW		EXISTING		TOTAL	
	Headcount	FTE	Headcount	FTE	Headcount	FTE
Administration						
2017-2018	0	0.00	1	0.25	1	0.25
2018-2019	0	0.00	1	0.25	1	0.25
2019-2020	0	0.00	1	0.25	1	0.25
2020-2021	0	0.00	1	0.25	1	0.25
2021-2022	0	0.00	1	0.25	1	0.25
Faculty						
2017-2018	0	0.00	13	4.03	13	4.03
2018-2019	0	0.00	13	4.03	13	4.03
2019-2020	0	0.00	13	4.03	13	4.03
2020-2021	0	0.00	13	4.03	13	4.03
2021-2022	0	0.00	13	4.03	13	4.03
Staff						
2017-2018	0	0.00	1	1.00	1	1.00
2018-2019	0	0.00	1	1.00	1	1.00
2019-2020	0	0.00	1	1.00	1	1.00
2020-2021	0	0.00	1	1.00	1	1.00
2021-2022	0	0.00	1	1.00	1	1.00

Administration: Graduate Programs Director for program administration to include course scheduling, marketing, and student advisement.

Faculty: Allocation of faculty needed to teach MBA program courses.

Staff: Student Services Coordinator for admissions, advising, student registration, and graduation services.

Budget Justification

Provide a brief explanation for the other new costs and any special sources of financing (state funding, reallocation of existing funds, federal funding, or other funding) identified in the Financial Support table.

Note: Institutions need to complete this budget justification *only* if any other new costs, state funding, reallocation of existing funds, federal funding, or other funding are included in the Financial Support table.

Notes:

- (1) No new costs are associated with this program modification as new and existing courses are already part of faculty teaching loads, so new faculty or staff costs will not be incurred. No additional costs for program administration are required as no new faculty or staff appointments are needed.
- (2) Tuition revenue is based on projected enrollment for Fall, Spring, and Summer terms for a 30-credit hour degree completion.

Evaluation and Assessment

Will any the proposed modification impact the way the program is evaluated and assessed?

Yes

No

If yes, explain. (1000 characters)

Will the proposed modification affect or result in program-specific accreditation?

Yes

No

If yes, explain; if the modification will result in the program seeking program-specific accreditation, provide the institution's plans to seek accreditation, including the expected timeline for accreditation.

Will the proposed modification affect or lead to licensure or certification?

Yes

No

If yes, explain how the program will prepare students for licensure or certification. (500 characters)

Teacher or School Professional Preparation Programs

Is the proposed modified program a teacher or school professional preparation program?

Yes

No

If yes, complete the following components.

Area of Certification

Attach a document addressing the South Carolina Department of Education Requirements and SPA or Other National Specialized and/or Professional Association Standards.

Appendices

- **Appendix A** – Comparison of Current and Modified MBA program
- **Appendix B** – Modified MBA curriculum sheet with course descriptions
- **Appendix C** – MBA course scheduling to support one-year degree completion

MBA Program – Proposed Changes

Appendix A – Comparison of Current and Proposed Program Changes

	Current MBA Program	Proposed MBA Program
Credit Hours	30 credits	30 credits
Modality	Traditional, in-person	Traditional, 100% fully online, and blended
Required Courses:	<i>12 Required Courses:</i> MBA 600 – Project Management* MBA 601 – Managing Quality* MBA 610 – Leading People** MBA 611 – Leading Organizations* MBA 620 – Financial Management MBA 621 – Value Management MBA 630 – Service Marketing* MBA 631 – Marketing Strategy MBA 640 – Creativity & Innovation* MBA 650 – Management & Law MBA 655 – Sustainability* MBA 690 - Strategic Implementation**	<i>7 Required Courses:</i> MBA 605 – Operations & Global Supply MBA 615 – Leadership MBA 620 – Financial Management MBA 621 – Value Management MBA 631 – Marketing Strategy MBA 650 – Management & Law MBA 690 – Global Strategy
Elective Course Options:	<i>6 Elective Course Options:</i> MBA 622 – Financial Markets MBA 633 – Sales & Relationship Management MBA 635 – Social Media Marketing MBA 651 – Legal Topics MBA 675 – Topics in Entrepreneurship CBAD 697 – Business Internship	<i>11 Elective Course Options:</i> MBA 600 – Project Management MBA 601 – Managing Quality MBA 622 – Financial Markets MBA 630 – Service Marketing MBA 633 – Sales & Relationship Management MBA 635 – Social Media Marketing MBA 640 – Creativity & Innovation MBA 651 – Legal Topics MBA 655 – Sustainability MBA 675 – Topics in Entrepreneurship CBAD 697 – Business Internship

***Indicates courses moved from required to elective courses**

****MBA 610, Leading People, was converted to MBA 615, Leadership**

****MBA 690, Strategic Implementation was renamed to MBA 690, Global Strategy**

Appendix B – MBA Program Curriculum with Course Descriptions

Required Courses (30 Credit Hours): The MBA degree at Coastal Carolina University requires 30 graduate credit hours for completion, consisting of 21 hours of core courses and 9 hours of electives.

Course	Course Title	Credits
MBA 605	Operations/ Global Supply Chain	3
MBA 615	Leadership	3
MBA 620	Financial Management	3
MBA 621	Value Management	3
MBA 631	Marketing Strategy	3
MBA 650	Management Responsibility & Law	3
MBA 690	Global Strategy	3
Electives		9
Total Credits		30

Course Descriptions for Required Courses:

MBA 605 Operations & Global Supply Chain Management. (3). This course provides students with concepts, techniques and tools to analyze, and improve core operational capabilities, and apply them to a broad range of industries. This focus is then expanded to include effective supply chain strategies for companies that operate globally, with an emphasis on how to plan and integrate supply chain components into a coordinated system.

MBA 615 Leadership. (3). This course focuses on the practice of managing organizations and their people with a focus on the practical application of leadership at the interpersonal and organizational level. Emphasis will be on preparing students for roles as organizational leaders. This course will examine leadership styles, leadership strategies, and the influence process for managing change in organizations.

MBA 620 Financial Management. (3). This course examines the major topics of corporate financial management including: financial reporting, the accounting cycle, budgeting, basic financial statement analysis, discounted cash flow valuation and capital budgeting techniques.

MBA 621 Value Management. (3). (Prerequisite MBA 620). The primary objective of this course is to develop an understanding of financial theory and techniques used in the effective management of a business. Discussions will lead to a better understanding of the analysis and solutions of financial problems dealing with valuation theory and investment, financing, and dividend decisions of the firm.

MBA 631 Marketing Strategy. (3). Emphasizes analytical decision making within the functional areas of marketing giving the student an integrated view of marketing's role an organization.

MBA 650 Managerial Responsibility and the Law. (3). Understanding the nature and structure of the legal and ethical environment of society as it impacts management decision making the execution of business strategies.

MBA 690 Global Strategy. (3). (Prerequisite MBA 620 and MBA 631). Develops a multiple stakeholder approach to the organizational change efforts directed toward the implementation of strategic goals in the

context of defined strategies. The course utilizes project-based and experiential approaches to engage critical reflection in the context of real and simulated environments.

Course Descriptions for MBA Elective Courses:

600 Project Management. (3) Explores the project management environment in business and technology today. Students will acquire new software skills and the methodology on how to successfully manage a project. The goal is to provide the student with a framework to understand the current issues and challenges of the project environment today as it applies to industry, software development, or service management. F

601 Managing Quality. (3) Provides a systems and strategic approach towards quality management with the emphasis on process improvement tools and methodologies. The student will develop a practical approach for initiating total quality to achieve organizational excellence. The course will expose students to the elements of quality management as it applies to the hospitality and other service industries. F

610 Leading People. (3) The examination of leadership theory and practical application of leadership skills at an interpersonal level. Emphasis will be on self-awareness and building leadership skills in order to prepare students to manage interpersonal relationships in an organizational setting. Topics covered may include management of the interview and hiring process, negotiation and conflict management, performance management and discipline, communication and perspective taking, leading high performance teams, motivation, and decision-making. This course extends students' existing background and awareness of the problems involved in managing people by providing structured exercises, cases, and discussion of human capital issues.

611 Leading Organizations. (3) The examination of leadership at the organization level. Emphasis will be on preparing students for roles as organizational leaders. Topics covered may include organizational culture, organizational structure, organizational development and change, and current models of organizational leadership. The course will use project-based learning to provide students with opportunities to apply their organizational leadership knowledge and skills.

622 Financial Institution and Markets. (3) Course gives a basic introduction to financial institutions and markets globally with emphasis in the United States. The course is divided into four parts: the Federal Reserve as an institution, its structure and how it implements monetary policy; how interest rates are determined; an overview of financial markets including equities, fixed income, derivatives, and foreign exchange; and modern banking institutions and other financial intermediaries. Real-life examples will be used throughout the course, and the curriculum will have a special emphasis on rhetoric and communication skills.

630 Service Marketing. (3) Analysis of marketing problems of business firms and other types of organizations through readings and case studies. Attention focuses on the influence of the marketplace and the marketing environment on marketing decision making, the determination of the organization's products, prices, channels, and communication strategies; and the organization's system for planning and controlling its marketing effort. Special attention is focused on the marketing of services.

633 Sales and Relationship Management (3) Course provides students with an overview of the theory and practice of personal selling, sales management and building relationships. Students will have the opportunity to get a feel for a variety of sales issues and learn the practical ins and outs of how to sell products/services and develop their own branding strategy.

635 Social Media Marketing. (3) Course provides a thorough understanding of social media channels including social networking sites, online communities, forums, blogs, video-sharing sites, etc. Emphasis will be placed on the use of these channels as part of an overall marketing communication strategy. Specific topics addressed include targeting online customer through social media channels, effectiveness of social media marketing, and evaluation methods.

640 Creativity and Innovation. (3) Focuses on understanding and practicing creative thinking in an organizational setting. It will work with you to assist your ability to see how to repurpose existing resources to new uses. Students will gain skills in understanding and identifying opportunities arising from within or outside of an organization. Techniques for entrepreneurial and innovation idea generation will be explored. Processes for facilitating change, the transitioning of ideas into opportunities and persuading others to accept the change or opportunity will be covered.

641 Game Theory and Strategic Interaction. (3) Introduces the student to the principles of game theory, the study of strategic behavior among parties. Game theory offers a systematic way of analyzing strategic decision-making in interactive situations. This course develops a conceptual framework for understanding business strategy.

645 Analysis of Pricing. (3) Provides a highly focused study on pricing practices. Drivers of price sensitivity, market segmentation, product life cycles, transfer pricing, and strategic pricing will be discussed. Pricing practices are presented and discussed in a non-technical manner.

651 Legal Topics for Managers. (3) (Prerequisite/Co-requisite: MBA 650) Course provides MBA students with opportunities to further enhance their knowledge and analytical skills through detailed focus on legal topics and emerging issues.

655 Sustainability and Social Responsibility. (3) An interdisciplinary examination of the role of the corporation in the United States and the world over the long term. The relationship between the corporation and its constituencies is considered in the context of ethics, economics, and politics.

660 Global Business. (0-6) Prompts students to analyze systematically the various institutional facets of the global business environment and their effect on the operations and management of firms. Topics addressed will include such areas as foreign direct investment, export and import trade, supranational institutions that influence trade and investment, and monetary systems and financial markets. Attention is also devoted to country analysis, political risk, and contemporary issues such as off-shoring international expansion, corporate social responsibility, sustainability, and cross-cultural management challenges.

675 Current Topics in Entrepreneurship and Organizational Growth. (3) Course provides students with overviews of current topics of interest to entrepreneurs, small business owners, those interested in growing organizations. Current academic work that supports specific recommendations about those current topics is used to increase generalizable understanding. Topic areas may vary widely and reflect either current hot issues facing entrepreneurs and those interested in growing organizations from popular press sources or current research and practices in the area.

699 Graduate Business Skill Portfolio. (0-6) Provides an interactive approach to graduate level business skills development. Emphasis will be placed on developing critical thinking, logic, problem solving, and communication skills.

Appendix C – Proposed Course Scheduling, MBA Program with one-year completion plan

Fall term	Spring term	Summer term
MBA 615 - Leadership	MBA 605 – Operations & Global Supply	<i>Suggested Course Offerings, as needed:</i> MBA 633 – Sales & Relationship Management MBA 635 – Social Media Marketing MBA 675 – Current Topics in Entrepreneurship CBAD 697- Graduate Internship in Business
MBA 620 – Financial Management	MBA 620 – Financial Management	
MBA 631 – Marketing Strategy	MBA 621 – Value Management	
MBA 650 – Management & Law	MBA 690 – Global Strategy	
<i>MBA electives:</i> MBA 600 – Project Management MBA 622 – Financial Markets MBA 655 – Sustainability CBAD 697 – Business Internship	<i>MBA electives:</i> MBA 601 – Managing Quality MBA 633 – Sales & Relationship Management MBA 611 – Managing Organizations CBAD 697 – Business Internship	