

**Substantial Curriculum Change Form**  
**(Present only one proposed curriculum change per form)**  
**(Complete only the section(s) applicable.)**

**Part I**

<input type="checkbox"/> (Check one) New Course (Parts II, IV)	Department Name	MMIB & AFIS	
<input type="checkbox"/> Course Revision (Parts II, IV)	College	Business & Technology	
<input type="checkbox"/> Hybrid Course ("S," "W")	*Course Prefix & Number		
<input type="checkbox"/> New Minor (Part III)	*Course Title (full title±)		
<input type="checkbox"/> Program Suspension (Part III)	*Program Title	Master of Business Administration (MBA)	
<input checked="" type="checkbox"/> Program Revision (Part III)	If Certificate, indicate Long-Term (University) or Short-Term (Departmental)		
	* Provide only the information relevant to the proposal.	± If Title is longer than 30 characters see Part IV to provide abbreviation	
<b>Proposal Approved by:</b>			
	<u>Date</u>		<u>Date</u>
Departmental Committee	12/15/2017	Council on Academic Affairs	2/15/18 contingent****
College Curriculum Committee	1/4/2018	Faculty Senate**	Pending
General Education Committee*	NA	Board of Regents**	Pending
Teacher Education Committee*	NA	EFFECTIVE ACADEMIC TERM***	
Graduate Council*	1/26/2018		
*If Applicable (Type NA if not applicable.)		****Approved contingent upon reaffirmation vote requirement by CAA in Spring 2021 based upon the results of College 3-year report on program recruitment, retention, and graduation.	
**Approval needed for program revisions or suspensions.			
***To be added by the Registrar's Office after all approval is received.			

**Completion of A, B, and C is required: (Please be specific, but concise.)**

<p><b>A. 1. Specific action requested:</b> (Example: Increase the number of credit hours for ABC 100 from 1 to 2.) Revision of the MBA Program</p> <p><b>A. 2. Proposed Effective Academic Term:</b> (Example: Fall 2016) Fall 2018</p> <p><b>A. 3. Effective date of suspended programs for currently enrolled students:</b> (if applicable) NA</p>	
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## B. The justification for this action:

The MBA Design Team has gathered information from a number of sources, including industry consultants, a review of MBA programs in Kentucky, a review of top MBA programs in the United States using a list of 61 top research universities who are members of the Association of American Universities (AAU), surveys of current ECU MBA students and of ECU undergraduate students, consultation with ECU's Student Government Association, and discussions with local and regional business executives. From these findings, a number of areas of demand for successful MBA programs emerged. In other words, programs that include these characteristics have proven to be attractive to potential students and boast high success statistics. The newly designed MBA Experience thus addresses each of these expectations such that features of the new MBA Experience include:

- In response to the demand for no/fewer prerequisites, a Bootcamp will be required of all students entering the MBA Experience prior to the start of coursework. This will be a time to review/develop foundational knowledge needed to begin coursework as well as to build cohesiveness among the entering cohort. The concept of no prerequisites should be especially attractive to those (a) coming straight from a non-business Bachelor's program, and (b) who have been working in industry for some time.
- In response to the demand for compressed courses, the MBA Experience consists of the Bootcamp, 15 courses, and four seminars. The MBA Experience is 36 credit hours in total. The first three terms of the program, students will take two courses the first half of the term and two different courses the second half of the term, for a total of four courses per term, as well as one seminar. The last term of the program, students will take one course the entire term, one course the first half of the term, and one different course the second half of the term, for a total of three courses, as well as one seminar.
- In response to the demand for a compressed program, the MBA Experience is designed to take four terms to complete. Future development of the program would include a 4+1 model for business school students and a 3+2 model for students of other disciplines across campus.
- In response to the demand for stackable certificates, the MBA Experience has been designed in such a way that courses required for a competency to be gained are grouped together by term. This allows for the first three terms of the program to each offer a Certificate (nine credit hours) upon completion of the courses included in that term. The concept of the stackable certificates should be especially attractive to students who are unsure whether they want to pursue an MBA.
- In response to the demand for an interdisciplinary curriculum and the development of knowledge, skills, and abilities (KSAs) demanded of graduates, care has been taken in the design of individual courses, terms, and certificates; inclusion of approved non-business electives, the leadership capstone, and the impact capstone further builds upon the interdisciplinary curriculum.
- In response to the demand for faculty involvement, MBA courses are designed to be eight weeks intensive and two credit hours. To earn the full FTE required of each School of Business faculty member, the faculty will earn the remaining FTE hour by leadership in and coordination of other time-intensive MBA initiatives (e.g. Bootcamp, Mentoring Program, Seminars). All FTEs associated with the MBA program will be appropriate and measurable.

## C. The projected cost (or savings) of this proposal is as follows:

### Personnel Impact:

None

### Operating Expenses Impact:

None

### Equipment/Physical Facility Needs:

None

### Library Resources:

None

**Part III. Recording Data for Revised or Suspended Program**

1. For a revised program, provide the current program requirements using ~~strikethrough~~ for deletions and underlines for additions.
2. For a suspended program, provide the current program requirements as shown in catalog. List any concentrations and/or minors affected by the program's suspension.

Revised\* Program Text  
(\*Use ~~strikethrough~~ for deletions and underlines for additions.)

<b>Core Requirements</b> .....	<b>24 Hours</b>
ACC 850: Managerial Accounting.....	3 hours
CCT 850: Strategic Business Communication.....	3 hours
CIS 850: Management of Information Systems.....	3 hours
FIN 850: Strategic Financial Management.....	3 hours
GBU 851: Business Strategy.....	3 hours
MGT 850: Leading and Managing Organizations.....	3 hour
MKT 850: Marketing Management.....	3 hours
QMB 850: Statistical Methods for Business>>>.....	3 hours
.....	_____
.....	_____
<b>Electives</b>	
<b>Approved Business Electives</b>	<b>6 hours</b>
<b>Exit Requirement</b>	<b>0 hours</b>
GRD 867a: Knowledge Test Exit Exam	
<b>Total Course Requirements</b>	<b>30 hours</b>

**MASTER OF BUSINESS ADMINISTRATION (M.B.A.)**

CIP Code: 52.0101

The MBA Experience consists of a Bootcamp, 15 courses, and four seminars. Bootcamp is required of all students entering the MBA Experience prior to the start of coursework. This will be a time to review/develop foundational knowledge needed to begin coursework as well as to build cohesiveness among the entering cohort. It replaces prerequisites that are part of the existing program.

The MBA Experience is designed to take four terms to complete. It provides an interdisciplinary curriculum leading to the development of knowledge, skills, and abilities demanded of MBA graduates. The MBA Experience has been designed in such a way that courses required for a competency to be gained are grouped together by term. This allows for the first three terms of the program to each offer a Certificate (nine credit hours) upon completion of the courses included in that term. With stackable certificates students have the option of completing a single certificate, multiple certificates, or the entire MBA degree.

MBA courses are designed to be eight weeks intensive (during fall and spring terms) and two credit hours. Faculty members teaching a two-credit course will earn full FTE required by the School of Business by leadership in and coordination of other time-intensive MBA initiatives (e.g. Bootcamp, Mentoring Program, Seminars).

<b>Degree</b>	<b>36 Hours</b>
<b>Requirements</b> .....	
MBA 800, Bootcamp.....	0 hours
<b>Certificate 1: Foundations of Business Thought</b>	
MBA 811, Managerial Communication.....	2 hours
MBA 812, Data, Decisions, and Business.....	2 hours
MBA 813, The Showing Tell: Empathetic Interactive Communication.....	2 hours
MBA 814, Big Data Analytics.....	2 hours
MBA 815, Introduction to Design Thinking.....	1 hour
<b>Certificate 2: Technical Skills of Financial and People Management</b>	
MBA 821, Survey of Accounting for Managers.....	2 hours
MBA 822, Leading and Managing Human Capital.....	2 hours
MBA 823, Financial Management and Decision Making.....	2 hours
MBA 824, Authentic Leadership and Design of the Employee Experience.....	2 hours
MBA 825, Design Thinking Applications.....	1 hour
<b>Certificate 3: Transformation of Inputs to Outputs</b>	
MBA 831, Corporate Entrepreneurial Ventures.....	2 hours
MBA 832, Dynamic Marketing Management.....	2 hours
MBA 833, Supply Chain as a Driver of Organizational Effectiveness.....	2 hours
MBA 834, Enterprise Risk Management.....	2 hours
MBA 825, Design Thinking Applications.....	1 hour
<b>Completion of MBA Degree</b>	
MBA 841, Driving Strategic Impact: Mastering Managerial Tools in Top Management Process.....	2 hours
MBA 842, Impact Capstone.....	3 hours
MBA 825, Design Thinking Applications.....	1 hour
MBA Approved	3 hours

	MBA 800	MBA 811	MBA 812	MBA 813	MBA 814	MBA 815	MBA 821	MBA 822	MBA 823	MBA 824	MBA 825	MBA 831	MBA 832	MBA 833	MBA 834	MBA 835	MBA 841	MBA 842	Approved Elective
<b>Certificate 1: Foundations of Business Thought</b>																			
Conduct basic business research, and communicate effectively in formal business writing and oral presentations		I,R	I		R					R		R	R	R	R		R	R	
Apply economic concepts, perform statistical analysis, and effectively use quantitative computer applications (e.g. excel)		I	I		I,R		R		R			R	R	R	R		R	R	
Effectively communicate in business contexts, appropriately using persuasion, influence, selling, and business etiquette	I	I		I		I				R	R		R	I	R	R	R	R	R
Apply design thinking, creativity, and problem solving in decision processes	I	I	I	I	R	I				R	R	I	R	R	R	R	R	R	R
<b>Certificate 2: Technical Skills of Financial and People Management</b>																			
Analyze financial statements, interpret cost information, utilize budgets for planning and control, apply internal control principles, and articulate the role of corporate social responsibility	I						I,R		R				R	R	R		R	R	
Apply human resource management principles related to recruitment, selection, compensation, training, and development of employees, and performance management	I							I,R		R		R		I				R	
Apply capital budgeting principles, perform dividend analysis, analyze capital structure, manage cash and liquidity, and prepare financial forecasts									I,R			R	R	I	R				R
Apply organizational behavior principles related to organizational culture, group dynamics, social management, motivation, and negotiation				I		R				I		R		I					R
<b>Certificate 3: Transformation of Inputs to Outputs</b>																			
Engage in business planning, implement business rebranding, and apply corporate entrepreneurship	I											I	I	R			R	R	
Design and manage an effective supply chain, as well as develop and assess logistics strategy	I				I,R							R	R	R					R
Define and analyze marketing problems, manage market segmentation and targeting, and implement marketing mix strategy												R	I	R					R
Analyze and manage uncertainty and associated risk and opportunity in the context of business culture, practices, and strategy													R	R	I			R	R
<b>Completion of MBA Degree</b>																			
Apply knowledge, skills, and abilities developed throughout the program in case analyses			I	R		I				R	R		R	R	R	R	R	R	R
Demonstrate action-based (i.e. company, regional, international) application of KSAs developed throughout the program				R										R	R				R
Demonstrate breadth of knowledge in a discipline/area related to the student's career goals and/or interests based on a graduate level relevant elective selected from a short, pre-approved list				R		R				R	R		I	R	R	R	R	R	R

**Substantial Curriculum Change Form  
(Present only one proposed curriculum change per form)  
(Complete only the section(s) applicable.)**

**Part I**

<input type="checkbox"/> (Check one) New Course (Parts II, IV)	Department Name	School of Business
<input type="checkbox"/> Course Revision (Parts II, IV)	College	Business & Technology
<input type="checkbox"/> Hybrid Course ("S," "W")	*Course Prefix & Number	_____
<input type="checkbox"/> New Minor (Part III)	*Course Title (full title±)	_____
<input type="checkbox"/> Program Suspension (Part III)	*Program Title	Certificate in Foundations of Business Thought
<input checked="" type="checkbox"/> New Program (Part III)	If Certificate, indicate Long-Term (University) or <b>Short-Term (Departmental)</b>	
	* Provide only the information relevant to the proposal.	± If Title is longer than 30 characters see Part IV to provide abbreviation

  

Proposal Approved by:	<u>Date</u>		<u>Date</u>
Departmental Committee	12/1/2017	Council on Academic Affairs	2/15/18
College Curriculum Committee	12/15/2017	Faculty Senate**	Pending
General Education Committee*	NA	Board of Regents**	Pending
Teacher Education Committee*	NA	EFFECTIVE ACADEMIC TERM***	_____
Graduate Council*	1/26/2018		

\*If Applicable (Type NA if not applicable.)  
 \*\*Approval needed for program revisions or suspensions.  
 \*\*\*To be added by the Registrar's Office after all approval is received.

**Completion of A, B, and C is required: (Please be specific, but concise.)**

<p><b>A. 1. Specific action requested:</b> (Example: Increase the number of credit hours for ABC 100 from 1 to 2.)                  New graduate certificate in business</p> <p><b>A. 2. Proposed Effective Academic Term:</b> (Example: Fall 2016)                  Fall 2018</p> <p><b>A. 3. Effective date of suspended programs for currently enrolled students:</b> (if applicable)                  NA</p>
<p><b>B. The justification for this action:</b></p> <p>The MBA Experience has been designed in such a way that courses required for a competency to be gained are grouped together by term. This allows for the first three terms of the program to each offer a Certificate (nine credit hours) upon completion of the courses included in that term. The concept of the stackable certificates should be especially attractive to students who are unsure whether they want to pursue an MBA.</p> <p>The Certificate in Foundations of Business Thought is comprised of courses in the newly revised MBA program. It targets knowledge, skills, and abilities that employers have identified as important. The certificate allows students to gain the essential skills needed without completing the entire MBA program; at the same time, successful completion of the certificate might encourage them to continue with the MBA.</p>
<p><b>C. The projected cost (or savings) of this proposal is as follows:</b></p> <p><b>Personnel Impact:</b> None</p> <p><b>Operating Expenses Impact:</b> None</p> <p><b>Equipment/Physical Facility Needs:</b> None</p> <p><b>Library Resources:</b> None</p>

**Part III. Recording Data for Revised or Suspended Program**

1. For a revised program, provide the current program requirements using ~~striketrough~~ for deletions and *underlines* for additions.
2. For a suspended program, provide the current program requirements as shown in catalog. List any concentrations and/or minors affected by the program's suspension.

Revised\* Program Text  
 (\*Use ~~striketrough~~ for deletions and underlines for additions.)  
 Certificate in Foundations of Business Thought

The Certificate in Foundations of Business Thought is designed to provide individuals who have a bachelor's degree with essential business management skills, including written and oral communication, persuasion, business etiquette, quantitative thinking, data analytics, and design thinking.

Certificate Requirements..... 9 hours

MBA 800, 811, 812, 813, 814, AND 815

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<input type="checkbox"/> Hybrid Course ("S," "W")	*Course Prefix & Number	
<input type="checkbox"/> New Minor (Part III)	*Course Title (full title±)	
<input type="checkbox"/> Program Suspension (Part III)	*Program Title	Certificate in Technical Skills of Financial and People Management
<input checked="" type="checkbox"/> New Program (Part III)	If Certificate, indicate Long-Term (University) or <b>Short-Term (Departmental)</b>	
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Proposal Approved by:	Date		Date
Departmental Committee	12/1/2017	Council on Academic Affairs	2/15/18
College Curriculum Committee	12/15/2017	Faculty Senate**	Pending
General Education Committee*	NA	Board of Regents**	Pending
Teacher Education Committee*	NA	EFFECTIVE ACADEMIC TERM***	
Graduate Council*	1/26/2018		

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 \*\*\*To be added by the Registrar's Office after all approval is received.

**Completion of A, B, and C is required: (Please be specific, but concise.)**

**A. 1. Specific action requested:** (Example: Increase the number of credit hours for ABC 100 from 1 to 2.)  
 New graduate certificate in business

**A. 2. Proposed Effective Academic Term:** (Example: Fall 2016)  
 Fall 2018

**A. 3. Effective date of suspended programs for currently enrolled students:** (if applicable)

**B. The justification for this action:**

The MBA Experience has been designed in such a way that courses required for a competency to be gained are grouped together by term. This allows for the first three terms of the program to each offer a Certificate (nine credit hours) upon completion of the courses included in that term. The concept of the stackable certificates should be especially attractive to students who are unsure whether they want to pursue an MBA.

The Certificate in Technical Skills of Financial and People Management is comprised of courses in the newly revised MBA program. It targets knowledge, skills, and abilities that employers have identified as important. The certificate allows students to gain the essential skills needed without completing the entire MBA program; at the same time, successful completion of the certificate might encourage them to continue with the MBA.

**C. The projected cost (or savings) of this proposal is as follows:**

**Personnel Impact:** None

**Operating Expenses Impact:** None

**Equipment/Physical Facility Needs:** None

**Library Resources:** None



**Part III. Recording Data for Revised or Suspended Program**

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Revised\* Program Text  
 (\*Use ~~striketrough~~ for deletions and underlines for additions.)  
 Certificate in Technical Skills of Financial and People Management

The Certificate in Technical Skills of Financial and People Management is designed to build upon the MBA Certificate in Foundations of Business Thought with additional essential business management skills, including using accounting information for decision making, managing human resources, financial management, organizational behavior, and design thinking.

Certificate Requirements..... 9 hours

MBA 821, 822, 823, 824, AND 825

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<input type="checkbox"/> (Check one) New Course (Parts II, IV)	Department Name	School of Business
<input type="checkbox"/> Course Revision (Parts II, IV)	College	Business & Technology
<input type="checkbox"/> Hybrid Course ("S," "W")	*Course Prefix & Number	_____
<input type="checkbox"/> New Minor (Part III)	*Course Title (full title±)	_____
<input type="checkbox"/> Program Suspension (Part III)	*Program Title	Certificate in Transformation of Inputs to Outputs
<input checked="" type="checkbox"/> New Program (Part III)	If Certificate, indicate Long-Term (University) or <b>Short-Term (Departmental)</b>	
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Teacher Education Committee*	NA	EFFECTIVE ACADEMIC TERM***	_____
Graduate Council*	1/26/2018		

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**Completion of A, B, and C is required: (Please be specific, but concise.)**

<p><b>A. 1. Specific action requested:</b> (Example: Increase the number of credit hours for ABC 100 from 1 to 2.)                  New graduate certificate in business</p> <p><b>A. 2. Proposed Effective Academic Term:</b> (Example: Fall 2016)                  Fall 2018</p> <p><b>A. 3. Effective date of suspended programs for currently enrolled students:</b> (if applicable)                  NA</p>
<p><b>B. The justification for this action:</b></p> <p>The MBA Experience has been designed in such a way that courses required for a competency to be gained are grouped together by term. This allows for the first three terms of the program to each offer a Certificate (nine credit hours) upon completion of the courses included in that term. The concept of the stackable certificates should be especially attractive to students who are unsure whether they want to pursue an MBA.</p> <p>The Certificate in Transformation of Inputs to Outputs is comprised of courses in the newly revised MBA program. It targets knowledge, skills, and abilities that employers have identified as important. The certificate allows students to gain the essential skills needed without completing the entire MBA program; at the same time, successful completion of the certificate might encourage them to continue with the MBA.</p>
<p><b>C. The projected cost (or savings) of this proposal is as follows:</b></p> <p><b>Personnel Impact:</b> None</p> <p><b>Operating Expenses Impact:</b> None</p> <p><b>Equipment/Physical Facility Needs:</b> None</p> <p><b>Library Resources:</b> None</p>

**Part III. Recording Data for Revised or Suspended Program**

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Revised\* Program Text  
 (\*Use ~~striethrough~~ for deletions and underlines for additions.)  
 Certificate in Transformation of Inputs to Outputs

The Certificate in Transformation of Inputs to Outputs builds upon MBA Certificates in Foundations of Business Thought and Technical Skills of Financial and People Management with additional business management skills, including entrepreneurial thinking, marketing management, supply chain and logistics, enterprise risk management, and design thinking.

Certificate Requirements..... 9 hours

MBA 831, 832, 833, 834, AND 835