

**NOT FOR USE FOR CURRICULAR COURSE CHANGES**  
**REQUEST FOR PROGRAM IMPROVEMENTS**

**NOTE:** Changes to programs may require course changes, which must be processed electronically. Any questions should be directed to Associate Provost David Reinhold at 7-4564 or [david.reinhold@wmich.edu](mailto:david.reinhold@wmich.edu)

**DEPARTMENT:** GPC

**COLLEGE:** Haworth College of Business

**PROPOSED EFFECTIVE FALL YEAR:** 2021

**PROPOSED IMPROVEMENTS:** *Academic Program Proposed Improvements*

- |   |  |  |
|---|--|--|
| <input type="checkbox"/> New degree*                | <input type="checkbox"/> New minor*    | <input type="checkbox"/> Admission requirements  |
| <input type="checkbox"/> New major*                 | <input type="checkbox"/> Deletion*     | <input type="checkbox"/> Graduation requirements |
| <input checked="" type="checkbox"/> New curriculum* | <input type="checkbox"/> Revised major | <input type="checkbox"/> Change in Title         |
| <input type="checkbox"/> New concentration*         | <input type="checkbox"/> Revised minor | <input type="checkbox"/> Transfer                |
| <input type="checkbox"/> New certificate*           |  |  |

☐ Other (explain\*\*)    **\*\* Other:**

**Title of degree, curriculum, major, minor, concentration, or certificate:** Master of Business Administration

<b>Chair, Department Curriculum Committee:</b>	<b>Date</b>
--	-------------

**CHECKLIST FOR DEPARTMENT CHAIRS/DIRECTORS**

- ☐ For new programs and other changes that have resource implications, the dean has been consulted.
- ☐ When appropriate, letters of support from department faculty are attached.
- ☐ When appropriate, letters of support from other departments in the same college are attached.
- ☐ When appropriate, letters of support from other college deans, whose programs/courses may be affected by the change, are attached.
- ☐ The proposal has been reviewed by HIGE for possible implications for international student enrollment.
- ☐ The proposal is consistent with the departmental assessment plan, and identifies measurable learning outcomes for assessment.
- ☐ Detailed resource plan is attached where appropriate.
- ☐ All questions attached have been completed and supporting documents are attached.
- ☐ The proposal is written and complete as outlined in the Faculty Senate guidelines and the curriculum change guides.

<b>Chair/Director:</b>	<b>Date</b>
------------------------	-------------

**CHECKLIST FOR COLLEGE CURRICULUM COMMITTEE**

- ☐ The academic quality of the proposal and the faculty involved has been reviewed.
- ☐ Detailed resource plan is attached where appropriate.
- ☐ Consistency between the proposal and the relevant catalog language has been confirmed.
- ☐ The proposal has been reviewed for effect on students transferring from Michigan community colleges. Detailed information on transfer articulation must be included with undergraduate proposals.
- ☐ Consistency between the proposal and the College and department assessment plans has been confirmed.
- ☐ Consistency between the proposal and the College and department strategic plans has been confirmed.
- ☐ All questions attached have been completed and supporting documents are attached.
- ☐ The proposal is written and complete as outlined in the Faculty Senate guidelines and the curriculum change guides.

<b>Chair, College Curriculum Committee:</b>	<b>Date</b>
---	-------------

**NOT FOR USE FOR CURRICULAR COURSE CHANGES  
REQUEST FOR PROGRAM IMPROVEMENTS**

**CHECKLIST FOR COLLEGE DEANS**

- ☐ For new programs and proposed program deletions, the provost has been consulted.
- ☐ For new programs, letter of support from University Libraries Dean indicating library resource requirements have been met.
- ☐ When appropriate, letters of support from other college faculty and/or chairs are attached.
- ☐ When appropriate, letters of support from other college deans, whose programs/courses may be affected by the change, are attached.
- ☐ The proposal has been reviewed for implications for accreditation, certification, or licensure.
- ☐ Detailed resource plan is attached where appropriate.
- ☐ All questions attached have been completed and supporting documents are attached.
- ☐ The proposal is written and complete as outlined in the Faculty Senate guidelines and the curriculum change guides.

<b>Dean:</b>	<b>Date</b>
--------------	-------------

**FOR PROPOSALS REQUIRING REVIEW BY:**

GSC/USC; EPGC, GRADUATE COLLEGE, and/or FACULTY SENATE EXECUTIVE BOARD

<input type="checkbox"/> Return to Dean  <input type="checkbox"/> Forward to:		
	Curriculum Manager:	Date:
	*needs review by	
<input type="checkbox"/> Approve <input type="checkbox"/> Disapprove	Chair, GSC/USC:	Date
<input type="checkbox"/> Approve <input type="checkbox"/> Disapprove	Chair, EPGC:	Date
<input type="checkbox"/> Approve <input type="checkbox"/> Disapprove	Graduate College Dean:	Date:
<input type="checkbox"/> Approve <input type="checkbox"/> Disapprove	Faculty Senate President:	Date
<input type="checkbox"/> Approve <input type="checkbox"/> Disapprove	*needs review by  Provost:	Date

**NOT FOR USE FOR CURRICULAR COURSE CHANGES**  
**REQUEST FOR PROGRAM IMPROVEMENTS**

1. Explain briefly and clearly the proposed improvement:

*Re-engineer the MBA curriculum at Western Michigan University to provide entry and middle level managers skills and knowledge that advance their careers through (1) credit for life experiences, (2) skill-based curricula, i.e. every course provides skills that can be immediately applied in professional life, and (3) hybrid/hyflex/online courses that maintain benefits of live relationships and interaction, but reduce the time required to be on-campus.*

2. Rationale. Give your reason(s) for the proposed improvement.

*Popularity of the traditional MBA is shrinking. Between 2014 and 2018, the number of accredited full-time M.B.A. programs in the U.S. shrank 9% to 1,189, with schools reporting 119 fewer two-year degrees in the most recent survey by the Association to Advance Collegiate Schools of Business. For the second consecutive year, even the highest ranked business schools in the U.S. are beginning to report significant declines in M.B.A. applications and the worse is yet to come, with many M.B.A. programs experiencing double-digit declines. About 10% to 20% of the top 100 M.B.A. programs in the U.S. will likely close in the next few years, with even greater fallout among second- and third-tier schools.*

*On-line and specialized skills (credentials) are increasing. Shorter and more-flexible graduate business degrees have proliferated. Specialized subjects like data analytics are growing at 16%, on-line MBA programs have doubled in the last six years.*

*Enrollment in the MBA program at WMU overall has declined 31% from its peak in fall 2010 to fall 2018. Main campus enrollment was down 30.9% and enrollment at regional sites was down 42.1%.*

3. Effect on other colleges, departments, or programs. If consultation with others is required, attach evidence of consultation and support. If objections have been raised, document the resolution. Demonstrate that the program you propose is not a duplication of an existing one.

*Curriculum change focuses on course content and method of delivery. There are no plans to change resources allocated to the MBA program.*

4. Effect on your department's programs. Show how the proposed change fits with other departmental offerings.

*Re-engineering the MBA will not have a significant affect on departments in HCoB.*

5. Alignment with college's and department's strategic plan, mission, and vision.

*The Haworth College of Business's mission is to "provide intellectual and professional value in a focused and personal environment." The MBA program does just that by focusing on helping professionals to advance in their profession by providing relevant skills and knowledge in an experiential and highly flexible learning environment*

6. Effects on enrolled students: Are program conflicts avoided? Will your proposal make it easier or harder for students to meet graduation requirements? Can students complete the program in a reasonable time? Show that you have considered scheduling needs and demands on students' time.

*Easier access to prerequisites courses, credit for life experiences, and hybrid courses should improve convenience of the MBA for students.*

7. Student or external market demand. What is your anticipated student audience? What evidence of student or market demand or need exists? What is the estimated enrollment? What other factors make your proposal beneficial to students?

*MBA literature supports the growth of online and special skills programs. Traditional MBA curricula are declining in importance. New curriculum will incorporate experiential learning which will allow MBA students to utilize skills and concepts immediately in their current positions and provide specific knowledge that will enhance career advancement.*

8. Effects on resources. Explain how your proposal would affect department and University resources, including faculty, equipment, space, technology, and library holdings. If proposing a new program, include a letter and/or email of support from the university libraries affirming that the library resource issues have been reviewed. Tell how you will staff additions to the program. If more advising will be needed, how will you provide for it? What will be the initial one-time costs and the ongoing base-funding costs for the proposed program? (Attach additional pages, as necessary.)

*The revised MBA is expected to use no more resources than the current MBA program.*

9. List the learning outcomes for the revised or proposed major, minor, or concentration. The department will use these outcomes for future assessments of the program.

*Overall Objective:*

*To provide entry and middle level managers the skills and knowledge to advance in their careers through experiential learning in a hybrid/hyflex/online format.*

*Specific Learning Goals:*

- 1) *Students will be knowledgeable about and be able to put into practice effective Leadership Skills*
- 2) *Students will be knowledgeable about and be able to put into practice effective Communication Skills*
- 3) *Students will gain knowledge and be proficient in Strategic Decision Making*

10. Describe how this change is a response to assessment outcomes that are part of a department or college assessment plan or informal assessment activities.

*Revising the MBA is a response to declining enrollment in traditional graduate business programs, both nationally and locally. Based on internal and external research, the new curriculum will focus on specific skills and knowledge that employers expect for MBA graduates.*

11. (Undergraduate proposals only) Describe in detail how this change affects transfer articulation for Michigan community colleges. For new majors or minors, describe transfer guidelines to be developed with Michigan community colleges. For revisions to majors or minors, describe necessary revisions to Michigan community college guidelines. Department chairs should seek assistance from college advising directors or from the admissions office in completing this section.

*Not applicable.*

12. Please offer both "Current Catalog Language" and "Proposed Catalog Language" if there is to be a change in the catalog description for a given program. For the "current" language, please copy and paste relevant language from the most current catalog and for the "proposed" language, please share the exact proposed new catalog language. As possible, bold or otherwise note the key changes in the new proposed catalog language.

## **Current Catalog Copy**

MBA Program Office  
Room 2320, Schneider Hall

The Master of Business Administration (MBA) is an evening program designed to broaden the functional business knowledge and strengthen the leadership skills of working professionals as well as international students seeking to study business in the United States. It is also suitable for individuals with limited work experience who plan to use the MBA as a foundation from which to begin or resume their careers. The program seeks highly motivated college graduates who will bring their personal values, experiences, and interests to the classroom.

The MBA program consists of nine required core courses in the functional areas of business plus three elective courses that suit the interests of the student. The program of study may be completed in two years although students with full-time employment may take up to six years to complete the program.

## **Admission Requirements**

Admission to the MBA Program is based on a combination of undergraduate grade point average, score on the Graduate Management Admission Test (GMAT), references, and work experience. To be admitted, applicants must have at least 1,050 points based on this formula: 200 times the last 60 hour undergraduate GPA plus GMAT score. The GPA must be a minimum of 2.5 for the last 60 hours in an undergraduate program, and the GMAT score must be a minimum of 450 or an equivalent GRE score. Information on the GMAT may be found at [www.mba.com](http://www.mba.com).

Recent scores of the Graduate Records Examination (GRE) are acceptable. Equivalent GRE test scores can be used to meet minimum GMAT score requirements and can be used in formula calculations for admission purposes. See [www.ets.org](http://www.ets.org) for information on conversion of a GRE score to a predicted GMAT score.

International students must have a bachelor's degree with an acceptable grade point average from an educational institution approved by the Haenicke Institute for Global Education.

In addition, international students whose native language is not English must demonstrate proficiency in the English language by taking the TOEFL examination. Those scoring less than 213 on the computer form of the TOEFL examination may be required to participate in English language programs offered by the Center for English Language and Culture for International Students (CELCIS) prior to beginning the MBA program. Information on CELCIS may be found at [www.wmich.edu/celcis](http://www.wmich.edu/celcis).

### Waiver of GMAT

The GMAT requirement may be waived for:

- Applicants who hold a graduate professional degree from an educational institution approved by Western Michigan University.
  - Applicants admitted to WMU's School of Medicine MD program.
  - Applicants with substantial professional work experience who meet both of the following criteria:
    - Minimum undergraduate GPA requirements (2.5) or higher in the last two years of an accredited undergraduate degree program); and seven or more years of substantial, full-time, managerial work experience which has occurred prior to the date of program application (including military and entrepreneurial experience). See GMAT Waiver Application for additional information regarding managerial work experience requirements.
- Requests for a GMAT WAIVER based on substantial managerial work experience must be approved by the Haworth College of Business Graduate Programs Council. Completion of the petition to waive the GMAT Exam is required, and satisfaction of the above criteria does not constitute an automatic waiver.

### Proficiency in Basic Skills

All applicants must provide evidence of proficiency in the following four basic skills: computer literacy, quantitative analysis, statistics, and Academic communication.

The computer literacy requirement is usually met by undergraduate course work or work experience requiring computer usage.

The quantitative analysis requirement is considered met if the student has earned an undergraduate business degree (BBA) from a university or college with an AACSB accredited program or has satisfactorily completed a college level undergraduate mathematics course in finite mathematics, precalculus, or calculus.

The statistics requirement is considered met if the applicant has satisfactorily completed an undergraduate level statistics course at the sophomore level or higher.

The Academic Communication requirement may be met by appropriate junior or senior level undergraduate course work. Graduate students whose native language is not English and who do not have a degree from a U.S. institution must take the Academic Communication Placement Test at the beginning of their first semester of enrollment. This test is administered by the Haworth College of Business Communication Center. It must be taken in addition to TOEFL (Test of English as a Foreign

Language), which is taken as part of the admission process. A student who does not pass this examination is assigned to the Academic Communication for Business Purposes course - BCM 6050. This course must be completed during the first semester of study. Graduate students whose native language is not English but have an undergraduate degree from a U.S. institution will not be required to take the placement test or the course.

### Appeals and Requests for Exceptions

Appeals and requests for exceptions to the admission standards must be made in writing to the MBA advisor, Room 2320 Schneider Hall, Haworth College of Business, Western Michigan University, Kalamazoo, MI 49008. All appeals and requests for exceptions will be reviewed by the Haworth College of Business Graduate Programs Council.

### Program Requirements

The MBA program includes five components: Prerequisites/Basic Core, Business Context, Functional Core, Concentration Electives, and Integrative Business Solutions.

#### 1. Prerequisites/Basic Core (12 hours)

In order to provide students with the background of the common body of knowledge in business and administration, study in the areas of Accountancy, Economics, Finance, and Law is required. These requirements are fulfilled if the applicant completed an undergraduate business degree and if the applicant completed the BBA prerequisite equivalents with a “B” average in the appropriate class(es). These waivers are on a course-by-course basis for the MBA program.

ACTY 6010 - Accountancy Credits: 3 hours

ECON 6010 - Basic Economic Analysis Credits: 3 hours

FIN 6020 - Corporate Finance Credits: 3 hours

LAW 6040 - Legal, Regulatory, and Political Aspects of Business Credits: 3 hours

#### 2. Business Context (9 hours)

BUS 6150 - Global Business Credits: 3 hours

BUS 6160 - Law, Ethics and Corporate Social Responsibility Credits: 3 hours

BUS 6180 - Information Technology Management Credits: 3 hours

#### 3. Functional Core (15 hours)

ACTY 6110 - Managerial Accounting Credits: 3 hours

FIN 6120 - Financial Management Credits: 3 hours

MGMT 6170 - Leading People and Organizations Credits: 3 hours

MKTG 6130 - Customer-Driven Marketing Management Credits: 3 hours

And Either:

MGMT 6140 - Supply Chain and Process Management Credits: 3 hours

OR

MKTG 6140 - Supply Chain and Process Management Credits: 3 hours

#### 4. Integrative Business Solutions (3 hours)

BUS 6990 - Strategic Management Credits: 3 hours

#### 5. Electives/Concentration (9 hours)

Nine credits of elective courses are required. Students may select any 6000+ level courses offered by the Haworth College of Business to meet the elective requirement as long as it is not a course listed in the Admission requirements (BCM 6050) in sections 1 through 4 above. Students may take one course at

the 5000 level from the Haworth College of Business to meet this elective/concentration requirement. Students may also select courses at the 5000 or 6000+ level from colleges outside of HCOB with approval from both the MBA advisor and the advisor from the other college/department/graduate program. Students who select courses from more than one discipline will receive a General Business MBA. Students may choose courses in a specific discipline to receive an MBA with a concentration. Concentrations are available in Aviation, Computer Information Systems, Finance, Health Care, International Business, Management, or Marketing. Students pursuing a concentration in Marketing must take MKTG 6710 as one of the three electives. Students are considered to be pursuing a General Business MBA until they notify the MBA advisor of a selected concentration. This is an important step to ensure the area of concentration is indicated on transcripts.

Students are encouraged to complete at least four of the eight required Business Context and Functional Core courses before taking electives.

The following courses may be used as elective/concentration courses:

#### Accountancy

ACTY 6100 - Financial Accounting and Reporting Credits: 3 hours  
ACTY 6170 - Attestation and Assurance Services Credits: 3 hours  
ACTY 6210 - International Accounting Credits: 3 hours  
ACTY 6220 - Seminar in Management Accounting Credits: 3 hours  
ACTY 6240 - Business Tax Planning Credits: 3 hours  
ACTY 6270 - Accounting Fraud Credits: 3 hours  
ACTY 6280 - Financial Statement Analysis Credits: 3 hours  
ACTY 6430 - Special Topics in Accountancy I Credits: 3 hours

#### Aviation

AVS 6290 - Global Aviation Management and Policies Credits: 3 hours  
AVS 5100 - Safety Management Systems in Aviation Credits: 3 hours  
AVS 6270 - Airline Supply Chain Management Credits: 3 hours

#### Business

BUS 6960 - Study Abroad Seminar Credits: 1 to 6 hours

#### Computer Information Systems

CIS 5550 - Topics in Computer Information Systems Credits: 3 hours  
CIS 6000 - Seminar in Computer Information Systems Credits: 3 to 4 hours  
CIS 6300 - Business Data Management Credits: 3 hours  
CIS 6400 - Business Analytics Credits: 3 hours  
CIS 6620 - Business Project Management Credits: 3 hours  
CIS 6640 - Predictive Analytics and Data Mining Credits: 3 hours  
CIS 6660 - Information Security Operations Management Credits: 3 hours

#### Finance and Commercial Law

#### Finance

FIN 5530 - Student Managed Investment Fund Credits: 3 hours  
FIN 6190 - Financial Markets and Institutions Credits: 3 hours  
FIN 6219 - Essentials of Health Care Financial Management Credits: 3 hours  
FIN 6220 - Financial Restructuring Credits: 3 hours  
FIN 6250 - Financial Strategy Credits: 3 hours  
FIN 6420 - International Finance Credits: 3 hours  
FIN 6450 - Computer Applications in Finance Credits: 3 hours  
FIN 6540 - Investment Analysis and Management Credits: 3 hours  
FIN 6910 - Seminar in Finance Credits: 3 hours  
FIN 6980 - Readings and Research in Finance Credits: 1 to 3 hours

## Law

LAW 6980 - Readings and Research in Law Credits: 1 to 3 hours

## Management

MGMT 5050 - Strategy for Buying and Operating a Small Business Credits: 3 hours

MGMT 6000 - Seminar in Management (Topic) Credits: 3 hours

MGMT 6100 - International Management Credits: 3 hours

MGMT 6200 - ERP System Configuration Credits: 3 hours

MGMT 6410 - Business Venturing Credits: 3 hours

MGMT 6500 - Managing Change Credits: 3 hours

MGMT 6580 - International Human Resource Management Credits: 3 hours

MGMT 6800 - Management of Innovation and Technology (MOIT) Credits: 3 hours

## Marketing

MKTG 6610 - Healthcare Marketing Credits: 3 hours

MKTG 6630 - Electronic Marketing Credits: 3 hours

MKTG 6710 - Applied Marketing Research Credits: 3 hours

MKTG 6740 - Integrated Marketing Communications Strategy Credits: 3 hours

MKTG 6770 - Buyer Behavior Credits: 3 hours

MKTG 6780 - Special Topics in Marketing Credits: 3 hours

MKTG 6800 - Global Sourcing and Logistics Credits: 3 hours

MKTG 6970 - Special Problems in Marketing Credits: 3 hours

6. Students with an undergraduate major or minor in a business discipline

May be allowed to substitute a fourth concentration elective for the MBA core course offered by their undergraduate area of study. Students must consult with the MBA advisor to approve the substitute course. The undergraduate majors and the core courses which could be replaced with a higher-level elective are:

ACTY 6110 - Managerial Accounting Credits: 3 hours

BUS 6180 - Information Technology Management Credits: 3 hours

FIN 6120 - Financial Management Credits: 3 hours

MGMT 6170 - Leading People and Organizations Credits: 3 hours

And select either:

MGMT 6140 - Supply Chain and Process Management Credits: 3 hours

or

MKTG 6140 - Supply Chain and Process Management Credits: 3 hours

## Proposed Catalog Copy

*The Master of Business Administration (MBA) is a graduate program designed to provide upwardly mobile business professionals and qualified international students with the skills and knowledge to advance in their careers through experiential learning in various delivery formats. The program seeks highly motivated college graduates who will bring their personal values, experiences, and interests to the classroom.*

*Admission to the MBA Program is based on a combination of undergraduate grade point average, score on the Graduate Management Admission Test (GMAT), references, and work experience. To be admitted, applicants must have at least 1,050 points based on this formula: 200 times the last 60 hour undergraduate GPA plus GMAT score. The GPA must be a minimum of 2.5 for the last 60 hours in an undergraduate program, and the GMAT score must be a minimum of 450 or an equivalent GRE score. Information on the GMAT may be found at [www.mba.com](http://www.mba.com).*



*Recent scores of the Graduate Records Examination (GRE) are acceptable. Equivalent GRE test scores can be used to meet minimum GMAT score requirements and can be used in formula calculations for admission purposes. See [www.ets.org](http://www.ets.org) for information on conversion of a GRE score to a predicted GMAT score.*

*International students must have a bachelor's degree with an acceptable grade point average from an educational institution approved by the Haenicke Institute for Global Education.*

*In addition, international students whose native language is not English must demonstrate proficiency in the English language by taking the TOEFL examination. Those scoring less than 213 on the computer form of the TOEFL examination may be required to participate in English language programs offered by the Center for English Language and Culture for International Students (CELCIS) prior to beginning the MBA program. Information on CELCIS may be found at [www.wmich.edu/celcis](http://www.wmich.edu/celcis).*

### Waiver of GMAT

*The GMAT requirement may be waived for:*

- Applicants who hold a graduate professional degree from an educational institution approved by Western Michigan University.*
- Applicants admitted to WMU's School of Medicine MD program.*
- Applicants with substantial professional work experience who meet both of the following criteria:*
  - Minimum undergraduate GPA requirements (3.0 or higher in the last two years of an accredited undergraduate degree program); and*
  - Three or more years of substantial, full-time, managerial work experience which has occurred prior to the date of program application, after completion of undergraduate degree (including military and entrepreneurial experience). See GMAT Waiver Application for additional information regarding managerial work experience requirements.*

*Requests for a GMAT WAIVER based on substantial managerial work experience must be approved by the Haworth College of Business Graduate Programs Council. Completion of the petition to waive the GMAT Exam is required, and satisfaction of the above criteria does not constitute an automatic waiver.*

### Appeals and Requests for Exceptions

*Appeals and requests for exceptions to the admission standards must be made in writing to the MBA advisor, Room 2320 Schneider Hall, Haworth College of Business, Western Michigan University, Kalamazoo, MI 49008. All appeals and requests for exceptions will be reviewed by the Haworth College of Business Graduate Programs Council.*

### Program Requirements

*The MBA program includes three components: 1) Prerequisites, 2) Skills and Knowledge Courses, 3) Electives. Students meeting all the prerequisites **only need** components 2 and 3.*

#### 1. Prerequisites

*In order to provide students with the background of the common body of knowledge in business and administration, study in the areas of Accountancy, Data Analytics Foundations, Economics, Finance,*

*and Communications are required. These requirements are fulfilled if the applicant completed an undergraduate business degree or if the applicant completed an equivalent course. Students without undergraduate equivalent course work have three options to fulfill these prerequisite – 1) current graduate or undergraduate course offerings at WMU, another university, or community college; 2) taking and passing competency exams, if available; or 3) online courses. Approval for prerequisite proficiencies will be determined on a course-by-course basis.*

- *Academic Communication Proficiency*  
*Graduate students whose native language is not English and who do not have a degree from a U.S. institution must take the Academic Communication Placement Test at the beginning of their first semester of enrollment. This test is administered by the Haworth College of Business Communication Center. It must be taken in addition to TOEFL (Test of English as a Foreign Language), which is taken as part of the admission process. A student who does not pass this examination is assigned to the Academic Communication for Business Purposes course - BCM 6050. This course must be completed during the first semester of study. Graduate students whose native language is not English but have an undergraduate degree from a U.S. institution will not be required to take the placement test or the course.*

## **2. Skills and Knowledge Courses (7 courses – 21 credit hours)**

- *MBA 6001 - Presentation, Negotiation and Communication for Managers (3 credit hours)*
- *MBA 6002 - Leadership for Managers (3 credit hours)*
- *MBA 6003 - Data Analytics for Managerial Decision Making (3 credit hours)*
- *MBA 6004 - Finance for Managerial Decision Making (3 credit hours)*
- *MBA 6005 - Accounting for Managerial Decision Making (3 credit hours)*
- *MBA 6006 - Marketing for Managerial Decision Making (3 credit hours)*
- *MBA 6007 - Strategic Management (3 credit hours)*

## **3. Elective Courses (15 credit hours) \*At least 1 course from MBA 6010 –MBA 6014**

- *MBA 6010 - Process Management Strategy (3 credit hours)*
- *MBA 6011 - Business Law and Ethics (3 credit hours)*
- *MBA 6012 - Sustainable Business Strategies for Managers (3 credit hours)*
- *MBA 6013 - Trade and Global Business Strategy (3 credit hours)*
- *MBA 6014 - Advanced Analytics for Managerial Decision Making (3 credit hours)*
  
- *MBA 6020 - Professional Experience (3 credit hours)*
- *MBA 6021 - Work-Based Project (3 credit hours)*
- *MBA 6022 - Current Issues in Business (3 credit hours)*
- *BUS 6960 - Study Abroad (3 credit hours)*
- *Students may select courses at the 5000 or 6000+ level from the Haworth College of Business (ACTY, BCM, CIS, FIN, MGMT, MKTG)*
- *Students may also select courses at the 5000 or 6000+ level from colleges outside of HCOB with approval from both the MBA advisor and the advisor from the other college/department/graduate program*

**NOT FOR USE FOR CURRICULAR COURSE CHANGES**  
**REQUEST FOR PROGRAM IMPROVEMENTS**

**NOTE:** Changes to programs may require course changes, which must be processed electronically. Any questions should be directed to Associate Provost David Reinhold at 7-4564 or [david.reinhold@wmich.edu](mailto:david.reinhold@wmich.edu)

**DEPARTMENT:** MBA

**COLLEGE:** Haworth College of Business

**PROPOSED EFFECTIVE FALL YEAR:** 2021

**PROPOSED IMPROVEMENTS:** *Academic Program Proposed Improvements*

- |   |  |  |
|---|--|--|
| <input type="checkbox"/> New degree*        | <input type="checkbox"/> New minor*    | <input checked="" type="checkbox"/> Admission requirements |
| <input type="checkbox"/> New major*         | <input type="checkbox"/> Deletion*     | <input type="checkbox"/> Graduation requirements           |
| <input type="checkbox"/> New curriculum*    | <input type="checkbox"/> Revised major | <input type="checkbox"/> Change in Title                   |
| <input type="checkbox"/> New concentration* | <input type="checkbox"/> Revised minor | <input type="checkbox"/> Transfer                          |
| <input type="checkbox"/> New certificate*   |  |  |

☐ Other (explain\*\*)    **\*\* Other:**

**Title of degree, curriculum, major, minor, concentration, or certificate:**

Master of Business Administration

**Chair, Department Curriculum Committee:**

**Date**

**CHECKLIST FOR DEPARTMENT CHAIRS/DIRECTORS**

- ☐ For new programs and other changes that have resource implications, the dean has been consulted.
- ☐ When appropriate, letters of support from department faculty are attached.
- ☐ When appropriate, letters of support from other departments in the same college are attached.
- ☐ When appropriate, letters of support from other college deans, whose programs/courses may be affected by the change, are attached.
- ☐ The proposal has been reviewed by HIGE for possible implications for international student enrollment.
- ☐ The proposal is consistent with the departmental assessment plan, and identifies measurable learning outcomes for assessment.
- ☐ Detailed resource plan is attached where appropriate.
- ☐ All questions attached have been completed and supporting documents are attached.
- ☐ The proposal is written and complete as outlined in the Faculty Senate guidelines and the curriculum change guides.

**Chair/Director:**

**Date**

**CHECKLIST FOR COLLEGE CURRICULUM COMMITTEE**

- ☐ The academic quality of the proposal and the faculty involved has been reviewed.
- ☐ Detailed resource plan is attached where appropriate.
- ☐ Consistency between the proposal and the relevant catalog language has been confirmed.
- ☐ The proposal has been reviewed for effect on students transferring from Michigan community colleges. Detailed information on transfer articulation must be included with undergraduate proposals.
- ☐ Consistency between the proposal and the College and department assessment plans has been confirmed.
- ☐ Consistency between the proposal and the College and department strategic plans has been confirmed.
- ☐ All questions attached have been completed and supporting documents are attached.
- ☐ The proposal is written and complete as outlined in the Faculty Senate guidelines and the curriculum change guides.

**Chair, College Curriculum Committee:**

**Date**

**NOT FOR USE FOR CURRICULAR COURSE CHANGES  
REQUEST FOR PROGRAM IMPROVEMENTS**

**CHECKLIST FOR COLLEGE DEANS**

- ☐ For new programs and proposed program deletions, the provost has been consulted.
- ☐ For new programs, letter of support from University Libraries Dean indicating library resource requirements have been met.
- ☐ When appropriate, letters of support from other college faculty and/or chairs are attached.
- ☐ When appropriate, letters of support from other college deans, whose programs/courses may be affected by the change, are attached.
- ☐ The proposal has been reviewed for implications for accreditation, certification, or licensure.
- ☐ Detailed resource plan is attached where appropriate.
- ☐ All questions attached have been completed and supporting documents are attached.
- ☐ The proposal is written and complete as outlined in the Faculty Senate guidelines and the curriculum change guides.

<b>Dean:</b>	<b>Date</b>
--------------	-------------

**FOR PROPOSALS REQUIRING REVIEW BY:**

GSC/USC; EPGC, GRADUATE COLLEGE, and/or FACULTY SENATE EXECUTIVE BOARD

<input type="checkbox"/> Return to Dean  <input type="checkbox"/> Forward to:	Curriculum Manager:  *needs review by	Date:
<input type="checkbox"/> Approve <input type="checkbox"/> Disapprove	Chair, GSC/USC:	Date
<input type="checkbox"/> Approve <input type="checkbox"/> Disapprove	Chair, EPGC:	Date
<input type="checkbox"/> Approve <input type="checkbox"/> Disapprove	Graduate College Dean:	Date:
<input type="checkbox"/> Approve <input type="checkbox"/> Disapprove	Faculty Senate President:	Date
<input type="checkbox"/> Approve <input type="checkbox"/> Disapprove	*needs review by  Provost:	Date

**NOT FOR USE FOR CURRICULAR COURSE CHANGES**  
**REQUEST FOR PROGRAM IMPROVEMENTS**

1. Explain briefly and clearly the proposed improvement:

*Reducing the professional work experience required for waiver of the GMAT/GRE test scores and raising the minimum GPA from a 2.5 to a 3.0 for waiver eligibility.*

2. Rationale. Give your reason(s) for the proposed improvement.

*To allow for flexibility for admission for working professionals.*

3. Effect on other colleges, departments, or programs. If consultation with others is required, attach evidence of consultation and support. If objections have been raised, document the resolution. Demonstrate that the program you propose is not a duplication of an existing one.

*Not applicable.*

4. Effect on your department's programs. Show how the proposed change fits with other departmental offerings.

*Not applicable.*

5. Alignment with college's and department's strategic plan, mission, and vision.

*The new admissions requirements would make the MBA program more accessible, flexible and desirable for working professionals.*

6. Effects on enrolled students: Are program conflicts avoided? Will your proposal make it easier or harder for students to meet graduation requirements? Can students complete the program in a reasonable time? Show that you have considered scheduling needs and demands on students' time.

*Not applicable.*

7. Student or external market demand. What is your anticipated student audience? What evidence of student or market demand or need exists? What is the estimated enrollment? What other factors make your proposal beneficial to students?

*The new admissions requirements would make the MBA program more accessible for working professionals and potentially increase applications and yield higher enrollment.*

8. Effects on resources. Explain how your proposal would affect department and University resources, including faculty, equipment, space, technology, and library holdings. If proposing a new program, include a letter and/or email of support from the university libraries affirming that the library resource issues have been reviewed. Tell how you will staff additions to the program. If more advising will be needed, how will you provide for it? What will be the initial one-time costs and the ongoing base-funding costs for the proposed program? (Attach additional pages, as necessary.)

*The admission change will not require additional resources.*

9. List the learning outcomes for the revised or proposed major, minor, or concentration. The department will use these outcomes for future assessments of the program.

*Not applicable.*

10. Describe how this change is a response to assessment outcomes that are part of a department or college assessment plan or informal assessment activities.

*Not applicable.*

11. (Undergraduate proposals only) Describe in detail how this change affects transfer articulation for Michigan community colleges. For new majors or minors, describe transfer guidelines to be developed with Michigan community colleges. For revisions to majors or minors, describe necessary revisions to Michigan community college guidelines. Department chairs should seek assistance from college advising directors or from the admissions office in completing this section.

*Not applicable.*

12. Please offer both “Current Catalog Language” and “Proposed Catalog Language” if there is to be a change in the catalog description for a given program. For the “current” language, please copy and paste relevant language from the most current catalog and for the “proposed” language, please share the exact proposed new catalog language. As possible, bold or otherwise note the key changes in the new proposed catalog language.

**Current catalog copy:**

**Admission Requirements**

Admission to the MBA Program is based on a combination of undergraduate grade point average, score on the Graduate Management Admission Test (GMAT), references, and work experience. To be admitted, applicants must have at least 1,050 points based on this formula: 200 times the last 60 hour undergraduate GPA plus GMAT score. The GPA must be a minimum of 2.5 for the last 60 hours in an undergraduate program, and the GMAT score must be a minimum of 450 or an equivalent GRE score. Information on the GMAT may be found at [www.mba.com](http://www.mba.com).

Recent scores of the Graduate Records Examination (GRE) are acceptable. Equivalent GRE test scores can be used to meet minimum GMAT score requirements and can be used in formula calculations for admission purposes. See [www.ets.org](http://www.ets.org) for information on conversion of a GRE score to a predicted GMAT score.

International students must have a bachelor's degree with an acceptable grade point average from an educational institution approved by the Haenicke Institute for Global Education.

In addition, international students whose native language is not English must demonstrate proficiency in the English language by taking the TOEFL examination. Those scoring less than 213 on the computer form of the TOEFL examination may be required to participate in English language programs offered by the Center for English Language and Culture for International Students (CELCIS) prior to beginning the MBA program. Information on CELCIS may be found at [www.wmich.edu/celcis](http://www.wmich.edu/celcis).

*Waiver of GMAT*

The GMAT requirement may be waived for:

1. Applicants who hold a graduate professional degree from an educational institution approved by Western Michigan University.
2. Applicants admitted to WMU's School of Medicine MD program.
3. Applicants with substantial professional work experience who meet both of the following criteria:
  - Minimum undergraduate GPA requirements (2.5 or higher in the last two years of an accredited undergraduate degree program); and
  - Seven or more years of substantial, full-time, managerial work experience which has occurred within ten years prior to the date of program application (including military and entrepreneurial experience). See [GMAT Waiver Application](#) for additional information regarding managerial work experience requirements.

Requests for a [GMAT WAIVER](#) based on substantial managerial work experience must be approved by the Haworth College of Business Graduate Programs Council. Completion of the petition to waive the GMAT Exam is required, and satisfaction of the above criteria does not constitute an automatic waiver.

**Proposed Catalog copy:**

**Admission Requirements**

*Admission to the MBA Program is based on a combination of undergraduate grade point average, score on the Graduate Management Admission Test (GMAT), references, and work experience. To be admitted, applicants must have at least 1,050 points based on this formula: 200 times the last 60 hour undergraduate GPA plus GMAT score. The GPA must be a minimum of 2.5 for the last 60 hours in an undergraduate program, and the GMAT score must be a minimum of 450 or an equivalent GRE score. Information on the GMAT may be found at [www.mba.com](http://www.mba.com).*

Recent scores of the Graduate Records Examination (GRE) are acceptable. Equivalent GRE test scores can be used to meet minimum GMAT score requirements and can be used in formula calculations for admission purposes. See [www.ets.org](http://www.ets.org) for information on conversion of a GRE score to a predicted GMAT score.

International students must have a bachelor's degree with an acceptable grade point average from an educational institution approved by the Haenicke Institute for Global Education.

In addition, international students whose native language is not English must demonstrate proficiency in the English language by taking the TOEFL examination. Those scoring less than 213 on the computer form of the TOEFL examination may be required to participate in English language programs offered by the Center for English Language and Culture for International Students (CELCIS) prior to beginning the MBA program. Information on CELCIS may be found at [www.wmich.edu/celcis](http://www.wmich.edu/celcis).

#### Waiver of GMAT

The GMAT requirement may be waived for:

1. Applicants who hold a graduate professional degree from an educational institution approved by Western Michigan University.
2. Applicants admitted to WMU's School of Medicine MD program.
3. Applicants with substantial professional work experience who meet both of the following criteria:
  - Minimum undergraduate GPA requirements 3.0 or higher in the last two years of an accredited undergraduate degree program); and
  - Three or more years of substantial, full-time, managerial work experience which has occurred prior to the date of program application, after completion of undergraduate degree (including military and entrepreneurial experience). See GMAT Waiver Application for additional information regarding managerial work experience requirements.

Requests for a [GMAT WAIVER](#) based on substantial managerial work experience must be approved by the Haworth College of Business Graduate Programs Committee. Completion of the petition to waive the GMAT Exam is required, and satisfaction of the above criteria does not constitute an automatic waiver.



**OT FOR USE FOR CURRICULAR COURSE CHANGES**  
**REQUEST FOR PROGRAM IMPROVEMENTS**

**NOTE:** Changes to programs may require course changes, which must be processed electronically. Any questions should be directed to Associate Provost David Reinhold at 7-4564 or [david.reinhold@wmich.edu](mailto:david.reinhold@wmich.edu)

**DEPARTMENT:** Interdisciplinary, Graduate Program Council  
**PROPOSED EFFECTIVE FALL YEAR:** 2021

**COLLEGE:** HCOB

**PROPOSED IMPROVEMENTS:** *Academic Program Proposed Improvements*

- |   |  |  |
|---|--|--|
| <input type="checkbox"/> New degree*        | <input type="checkbox"/> New minor*    | <input type="checkbox"/> Admission requirements  |
| <input type="checkbox"/> New major*         | <input type="checkbox"/> Deletion*     | <input type="checkbox"/> Graduation requirements |
| <input type="checkbox"/> New curriculum*    | <input type="checkbox"/> Revised major | <input type="checkbox"/> Change in Title         |
| <input type="checkbox"/> New concentration* | <input type="checkbox"/> Revised minor | <input type="checkbox"/> Transfer                |
| <input type="checkbox"/> New certificate*   |  |  |

☒ Other (explain\*\*)    \*\* Other: **New prefix designation for Master of Business Administration courses.**

**Title of degree, curriculum, major, minor, concentration, or certificate:** Master of Business Administration

**Chair, Department Curriculum Committee:**

**Date**

**CHECKLIST FOR DEPARTMENT CHAIRS/DIRECTORS**

- ☐ For new programs and other changes that have resource implications, the dean has been consulted.
- ☐ When appropriate, letters of support from department faculty are attached.
- ☐ When appropriate, letters of support from other departments in the same college are attached.
- ☐ When appropriate, letters of support from other college deans, whose programs/courses may be affected by the change, are attached.
- ☐ The proposal has been reviewed by HIGE for possible implications for international student enrollment.
- ☐ The proposal is consistent with the departmental assessment plan, and identifies measurable learning outcomes for assessment.
- ☐ Detailed resource plan is attached where appropriate.
- ☐ All questions attached have been completed and supporting documents are attached.
- ☐ The proposal is written and complete as outlined in the Faculty Senate guidelines and the curriculum change guides.

**Chair/Director:**

**Date**

**CHECKLIST FOR COLLEGE CURRICULUM COMMITTEE**

- ☐ The academic quality of the proposal and the faculty involved has been reviewed.
- ☐ Detailed resource plan is attached where appropriate.
- ☐ Consistency between the proposal and the relevant catalog language has been confirmed.
- ☐ The proposal has been reviewed for effect on students transferring from Michigan community colleges. Detailed information on transfer articulation must be included with undergraduate proposals.
- ☐ Consistency between the proposal and the College and department assessment plans has been confirmed.
- ☐ Consistency between the proposal and the College and department strategic plans has been confirmed.
- ☐ All questions attached have been completed and supporting documents are attached.
- ☐ The proposal is written and complete as outlined in the Faculty Senate guidelines and the curriculum change guides.

**Chair, College Curriculum Committee:**

**Date**



**NOT FOR USE FOR CURRICULAR COURSE CHANGES  
REQUEST FOR PROGRAM IMPROVEMENTS**

**CHECKLIST FOR COLLEGE DEANS**

- ☐ For new programs and proposed program deletions, the provost has been consulted.
- ☐ For new programs, letter of support from University Libraries Dean indicating library resource requirements have been met.
- ☐ When appropriate, letters of support from other college faculty and/or chairs are attached.
- ☐ When appropriate, letters of support from other college deans, whose programs/courses may be affected by the change, are attached.
- ☐ The proposal has been reviewed for implications for accreditation, certification, or licensure.
- ☐ Detailed resource plan is attached where appropriate.
- ☐ All questions attached have been completed and supporting documents are attached.
- ☐ The proposal is written and complete as outlined in the Faculty Senate guidelines and the curriculum change guides.

<b>Dean:</b>	<b>Date</b>
--------------	-------------

**FOR PROPOSALS REQUIRING REVIEW BY:**

GSC/USC; EPGC, GRADUATE COLLEGE, and/or FACULTY SENATE EXECUTIVE BOARD

<input type="checkbox"/> Return to Dean  <input type="checkbox"/> Forward to:		
	Curriculum Manager:	Date:
	*needs review by	
<input type="checkbox"/> Approve <input type="checkbox"/> Disapprove	Chair, GSC/USC:	Date
<input type="checkbox"/> Approve <input type="checkbox"/> Disapprove	Chair, EPGC:	Date
<input type="checkbox"/> Approve <input type="checkbox"/> Disapprove	Graduate College Dean:	Date:
<input type="checkbox"/> Approve <input type="checkbox"/> Disapprove	Faculty Senate President:	Date
<input type="checkbox"/> Approve <input type="checkbox"/> Disapprove	*needs review by  Provost:	Date

**NOT FOR USE FOR CURRICULAR COURSE CHANGES**  
**REQUEST FOR PROGRAM IMPROVEMENTS**

1. Explain briefly and clearly the proposed improvement:

*To create a new prefix designation to separate departmental courses from courses specifically designated for the MBA program.*

2. Rationale. Give your reason(s) for the proposed improvement.

*The Master of Business Administration is an interdisciplinary graduate program within the Haworth College of Business. The nature of the degree requires courses be taught by faculty from all five HCOB departments; Accountancy, Business Information Systems, Finance, Management and Marketing. Having one prefix for all courses required in the MBA program will make it a much simpler course search for students using GOWMU/course offerings/lookup.*

*The program's existing course requirements fall under each of the five HCOB departments plus one, BUS. These various prefix designations make it difficult for students to search for the courses required in their MBA program using lookup or course offerings. By creating a new course designation, we can avoid a great deal of confusion among our graduate students as they plan their degree progression with faculty and advisors. The current situation has already created a burden as far as advising goes with our MBA and MSA students unable to find and register for the courses required for graduation. Haworth College of Business Graduate Programs Council will vet each faculty member to ensure credentials and qualifications for each course*

3. Effect on other colleges, departments, or programs. If consultation with others is required, attach evidence of consultation and support. If objections have been raised, document the resolution. Demonstrate that the program you propose is not a duplication of an existing one.

*This change has been coordinated with each of the departments in the HCOB: Accountancy, Business Information Systems, Finance, Management and Marketing.*

4. Effect on your department's programs. Show how the proposed change fits with other departmental offerings.

*This change will not affect the HCOB departmental offering. This designation change defines all MBA course offerings to avoid confusion, and make it easier for both MBA and MSA students to plan for and meet graduation requirements. Ownership of the program would be in the Haworth College of Business Dean's office and will be administered by the Associate Dean of Operations and Graduate Programs. Courses will be delivered by department faculty and coordinated by the Associate Dean.*

5. Alignment with college's and department's strategic plan, mission, and vision.

*This change reflects both our college's and department's dedication to student-centered programs. The MBA designation will make it easier for students to plan and schedule their courses to meet graduation requirements. The change clarifies the options available and aids faculty and advisors to help students best attain their educational goals in the most effective manner. This is especially important as most of these students are professional full time employed/part time students and expect to move efficiently through their degree process.*

6. Effects on enrolled students: Are program conflicts avoided? Will your proposal make it easier or harder for students to meet graduation requirements? Can students complete the program in a reasonable time? Show that you have considered scheduling needs and demands on students' time.

*This will significantly reduce confusion about which courses can be used to fulfill MBA program requirements and allow the students to plan their program courses more efficiently and ensure they meet graduation requirements in a timely manner.*

7. Student or external market demand. What is your anticipated student audience? What evidence of student or market demand or need exists? What is the estimated enrollment? What other factors make your proposal beneficial to students?

*Not applicable. This proposal only addresses a new prefix change.*

8. Effects on resources. Explain how your proposal would affect department and University resources, including faculty, equipment, space, technology, and library holdings. If proposing a new program, include a letter and/or email of support from the university libraries affirming that the library resource issues have been reviewed. Tell how you will staff additions to the program. If more advising will be needed, how will you provide for it? What will be the initial one-time costs and the ongoing base-funding costs for the proposed program? (Attach additional pages, as necessary.)

*The prefix change will not require additional resources.*

9. List the learning outcomes for the revised or proposed major, minor, or concentration. The department will use these outcomes for future assessments of the program.

*Not applicable. This proposal only addresses a new prefix designation.*

10. Describe how this change is a response to assessment outcomes that are part of a department or college assessment plan or informal assessment activities.

*Not applicable. This change addresses a course designation change needed to clarify and streamline MBA course offering.*

11. (Undergraduate proposals only) Describe in detail how this change affects transfer articulation for Michigan community colleges. For new majors or minors, describe transfer guidelines to be developed with Michigan community colleges. For revisions to majors or minors, describe necessary revisions to Michigan community college guidelines. Department chairs should seek assistance from college advising directors or from the admissions office in completing this section.

*Not applicable for this proposal.*

12. Please offer both "Current Catalog Language" and "Proposed Catalog Language" if there is to be a change in the catalog description for a given program. For the "current" language, please copy and paste relevant language from the most current catalog and for the "proposed" language, please share the exact proposed new catalog language. As possible, bold or otherwise note the key changes in the new proposed catalog language.

## **Current Catalog Copy**

MBA Program Office  
Room 2320, Schneider Hall

The Master of Business Administration (MBA) is an evening program designed to broaden the functional business knowledge and strengthen the leadership skills of working professionals as well as international students seeking to study business in the United States. It is also suitable for individuals with limited work experience who plan to use the MBA as a foundation from which to begin or resume their careers. The program seeks highly motivated college graduates who will bring their personal values, experiences, and interests to the classroom.

The MBA program consists of nine required core courses in the functional areas of business plus three elective courses that suit the interests of the student. The program of study may be completed in two years although students with full-time employment may take up to six years to complete the program.

## **Admission Requirements**

Admission to the MBA Program is based on a combination of undergraduate grade point average, score on the Graduate Management Admission Test (GMAT), references, and work experience. To be admitted, applicants must have at least 1,050 points based on this formula: 200 times the last 60 hour undergraduate GPA plus GMAT score. The GPA must be a minimum of 2.5 for the last 60 hours in an undergraduate program, and the GMAT score must be a minimum of 450 or an equivalent GRE score. Information on the GMAT may be found at [www.mba.com](http://www.mba.com).

Recent scores of the Graduate Records Examination (GRE) are acceptable. Equivalent GRE test scores can be used to meet minimum GMAT score requirements and can be used in formula calculations for admission purposes. See [www.ets.org](http://www.ets.org) for information on conversion of a GRE score to a predicted GMAT score.

International students must have a bachelor's degree with an acceptable grade point average from an educational institution approved by the Haenicke Institute for Global Education.

In addition, international students whose native language is not English must demonstrate proficiency in the English language by taking the TOEFL examination. Those scoring less than 213 on the computer form of the TOEFL examination may be required to participate in English language programs offered by the Center for English Language and Culture for International Students (CELCIS) prior to beginning the MBA program. Information on CELCIS may be found at [www.wmich.edu/celcis](http://www.wmich.edu/celcis).

#### Waiver of GMAT

The GMAT requirement may be waived for:

- Applicants who hold a graduate professional degree from an educational institution approved by Western Michigan University.
  - Applicants admitted to WMU's School of Medicine MD program.
  - Applicants with substantial professional work experience who meet both of the following criteria:
    - Minimum undergraduate GPA requirements (2.5) or higher in the last two years of an accredited undergraduate degree program); and seven or more years of substantial, full-time, managerial work experience which has occurred prior to the date of program application (including military and entrepreneurial experience). See GMAT Waiver Application for additional information regarding managerial work experience requirements.
- Requests for a GMAT WAIVER based on substantial managerial work experience must be approved by the Haworth College of Business Graduate Programs Council. Completion of the petition to waive the GMAT Exam is required, and satisfaction of the above criteria does not constitute an automatic waiver.

#### Proficiency in Basic Skills

All applicants must provide evidence of proficiency in the following four basic skills: computer literacy, quantitative analysis, statistics, and Academic communication.

The computer literacy requirement is usually met by undergraduate course work or work experience requiring computer usage.

The quantitative analysis requirement is considered met if the student has earned an undergraduate business degree (BBA) from a university or college with an AACSB accredited program or has satisfactorily completed a college level undergraduate mathematics course in finite mathematics, precalculus, or calculus.

The statistics requirement is considered met if the applicant has satisfactorily completed an undergraduate level statistics course at the sophomore level or higher.

The Academic Communication requirement may be met by appropriate junior or senior level undergraduate course work. Graduate students whose native language is not English and who do not have a degree from a U.S. institution must take the Academic Communication Placement Test at the beginning of their first semester of enrollment. This test is administered by the Haworth College of Business Communication Center. It must be taken in addition to TOEFL (Test of English as a Foreign Language), which is taken as part of the admission process. A student who does not pass this examination is assigned to the Academic Communication for Business Purposes course - BCM 6050. This course must be completed during the first semester of study. Graduate students whose native language is not English but have an undergraduate degree from a U.S. institution will not be required to take the placement test or the course.

### Appeals and Requests for Exceptions

Appeals and requests for exceptions to the admission standards must be made in writing to the MBA advisor, Room 2320 Schneider Hall, Haworth College of Business, Western Michigan University, Kalamazoo, MI 49008. All appeals and requests for exceptions will be reviewed by the Haworth College of Business Graduate Programs Council.

### Program Requirements

The MBA program includes five components: Prerequisites/Basic Core, Business Context, Functional Core, Concentration Electives, and Integrative Business Solutions.

#### 1. Prerequisites/Basic Core (12 hours)

In order to provide students with the background of the common body of knowledge in business and administration, study in the areas of Accountancy, Economics, Finance, and Law is required. These requirements are fulfilled if the applicant completed an undergraduate business degree and if the applicant completed the BBA prerequisite equivalents with a “B” average in the appropriate class(es). These waivers are on a course-by-course basis for the MBA program.

ACTY 6010 - Accountancy Credits: 3 hours

ECON 6010 - Basic Economic Analysis Credits: 3 hours

FIN 6020 - Corporate Finance Credits: 3 hours

LAW 6040 - Legal, Regulatory, and Political Aspects of Business Credits: 3 hours

#### 2. Business Context (9 hours)

BUS 6150 - Global Business Credits: 3 hours

BUS 6160 - Law, Ethics and Corporate Social Responsibility Credits: 3 hours

BUS 6180 - Information Technology Management Credits: 3 hours

#### 3. Functional Core (15 hours)

ACTY 6110 - Managerial Accounting Credits: 3 hours

FIN 6120 - Financial Management Credits: 3 hours

MGMT 6170 - Leading People and Organizations Credits: 3 hours

MKTG 6130 - Customer-Driven Marketing Management Credits: 3 hours

And Either:

MGMT 6140 - Supply Chain and Process Management Credits: 3 hours

OR

MKTG 6140 - Supply Chain and Process Management Credits: 3 hours

4. Integrative Business Solutions (3 hours)  
BUS 6990 - Strategic Management Credits: 3 hours

5. Electives/Concentration (9 hours)

Nine credits of elective courses are required. Students may select any 6000+ level courses offered by the Haworth College of Business to meet the elective requirement as long as it is not a course listed in the Admission requirements (BCM 6050) in sections 1 through 4 above. Students may take one course at the 5000 level from the Haworth College of Business to meet this elective/concentration requirement. Students may also select courses at the 5000 or 6000+ level from colleges outside of HCOB with approval from both the MBA advisor and the advisor from the other college/department/graduate program. Students who select courses from more than one discipline will receive a General Business MBA. Students may choose courses in a specific discipline to receive an MBA with a concentration. Concentrations are available in Aviation, Computer Information Systems, Finance, Health Care, International Business, Management, or Marketing. Students pursuing a concentration in Marketing must take MKTG 6710 as one of the three electives. Students are considered to be pursuing a General Business MBA until they notify the MBA advisor of a selected concentration. This is an important step to ensure the area of concentration is indicated on transcripts.

Students are encouraged to complete at least four of the eight required Business Context and Functional Core courses before taking electives.

The following courses may be used as elective/concentration courses:

Accountancy

ACTY 6100 - Financial Accounting and Reporting Credits: 3 hours  
ACTY 6170 - Attestation and Assurance Services Credits: 3 hours  
ACTY 6210 - International Accounting Credits: 3 hours  
ACTY 6220 - Seminar in Management Accounting Credits: 3 hours  
ACTY 6240 - Business Tax Planning Credits: 3 hours  
ACTY 6270 - Accounting Fraud Credits: 3 hours  
ACTY 6280 - Financial Statement Analysis Credits: 3 hours  
ACTY 6430 - Special Topics in Accountancy I Credits: 3 hours

Aviation

AVS 6290 - Global Aviation Management and Policies Credits: 3 hours  
AVS 5100 - Safety Management Systems in Aviation Credits: 3 hours  
AVS 6270 - Airline Supply Chain Management Credits: 3 hours

Business

BUS 6960 - Study Abroad Seminar Credits: 1 to 6 hours

Computer Information Systems

CIS 5550 - Topics in Computer Information Systems Credits: 3 hours  
CIS 6000 - Seminar in Computer Information Systems Credits: 3 to 4 hours  
CIS 6300 - Business Data Management Credits: 3 hours  
CIS 6400 - Business Analytics Credits: 3 hours  
CIS 6620 - Business Project Management Credits: 3 hours  
CIS 6640 - Predictive Analytics and Data Mining Credits: 3 hours  
CIS 6660 - Information Security Operations Management Credits: 3 hours

Finance and Commercial Law

Finance

FIN 5530 - Student Managed Investment Fund Credits: 3 hours  
FIN 6190 - Financial Markets and Institutions Credits: 3 hours  
FIN 6219 - Essentials of Health Care Financial Management Credits: 3 hours

FIN 6220 - Financial Restructuring Credits: 3 hours  
 FIN 6250 - Financial Strategy Credits: 3 hours  
 FIN 6420 - International Finance Credits: 3 hours  
 FIN 6450 - Computer Applications in Finance Credits: 3 hours  
 FIN 6540 - Investment Analysis and Management Credits: 3 hours  
 FIN 6910 - Seminar in Finance Credits: 3 hours  
 FIN 6980 - Readings and Research in Finance Credits: 1 to 3 hours  
 Law  
 LAW 6980 - Readings and Research in Law Credits: 1 to 3 hours  
 Management  
 MGMT 5050 - Strategy for Buying and Operating a Small Business Credits: 3 hours  
 MGMT 6000 - Seminar in Management (Topic) Credits: 3 hours  
 MGMT 6100 - International Management Credits: 3 hours  
 MGMT 6200 - ERP System Configuration Credits: 3 hours  
 MGMT 6410 - Business Venturing Credits: 3 hours  
 MGMT 6500 - Managing Change Credits: 3 hours  
 MGMT 6580 - International Human Resource Management Credits: 3 hours  
 MGMT 6800 - Management of Innovation and Technology (MOIT) Credits: 3 hours  
 Marketing  
 MKTG 6610 - Healthcare Marketing Credits: 3 hours  
 MKTG 6630 - Electronic Marketing Credits: 3 hours  
 MKTG 6710 - Applied Marketing Research Credits: 3 hours  
 MKTG 6740 - Integrated Marketing Communications Strategy Credits: 3 hours  
 MKTG 6770 - Buyer Behavior Credits: 3 hours  
 MKTG 6780 - Special Topics in Marketing Credits: 3 hours  
 MKTG 6800 - Global Sourcing and Logistics Credits: 3 hours  
 MKTG 6970 - Special Problems in Marketing Credits: 3 hours

6. Students with an undergraduate major or minor in a business discipline

May be allowed to substitute a fourth concentration elective for the MBA core course offered by their undergraduate area of study. Students must consult with the MBA advisor to approve the substitute course. The undergraduate majors and the core courses which could be replaced with a higher-level elective are:

ACTY 6110 - Managerial Accounting Credits: 3 hours  
 BUS 6180 - Information Technology Management Credits: 3 hours  
 FIN 6120 - Financial Management Credits: 3 hours  
 MGMT 6170 - Leading People and Organizations Credits: 3 hours  
 And select either:  
 MGMT 6140 - Supply Chain and Process Management Credits: 3 hours  
 or  
 MKTG 6140 - Supply Chain and Process Management Credits: 3 hours

## **Proposed Catalog Copy**

*The Master of Business Administration (MBA) is a graduate program designed to provide upwardly mobile business professionals and qualified international students with the skills and knowledge to advance in their careers through experiential learning in various delivery formats. The program seeks highly motivated college graduates who will bring their personal values, experiences, and interests to the classroom.*

*Admission to the MBA Program is based on a combination of undergraduate grade point average, score on the Graduate Management Admission Test (GMAT), references, and work experience. To be admitted, applicants must have at least 1,050 points based on this formula: 200 times the last 60 hour undergraduate GPA plus GMAT score. The GPA must be a minimum of 2.5 for the last 60 hours in an undergraduate program, and the GMAT score must be a minimum of 450 or an equivalent GRE score. Information on the GMAT may be found at [www.mba.com](http://www.mba.com).*

*Recent scores of the Graduate Records Examination (GRE) are acceptable. Equivalent GRE test scores can be used to meet minimum GMAT score requirements and can be used in formula calculations for admission purposes. See [www.ets.org](http://www.ets.org) for information on conversion of a GRE score to a predicted GMAT score.*

*International students must have a bachelor's degree with an acceptable grade point average from an educational institution approved by the Haenicke Institute for Global Education.*

*In addition, international students whose native language is not English must demonstrate proficiency in the English language by taking the TOEFL examination. Those scoring less than 213 on the computer form of the TOEFL examination may be required to participate in English language programs offered by the Center for English Language and Culture for International Students (CELCIS) prior to beginning the MBA program. Information on CELCIS may be found at [www.wmich.edu/celcis](http://www.wmich.edu/celcis).*

### Waiver of GMAT

*The GMAT requirement may be waived for:*

- Applicants who hold a graduate professional degree from an educational institution approved by Western Michigan University.*
- Applicants admitted to WMU's School of Medicine MD program.*
- Applicants with substantial professional work experience who meet both of the following criteria:*
  - Minimum undergraduate GPA requirements (3.0) or higher in the last two years of an accredited undergraduate degree program); and*
  - Three or more years of substantial, full-time, managerial work experience which has occurred prior to the date of program application, after completion of undergraduate degree (including military and entrepreneurial experience). See GMAT Waiver Application for additional information regarding managerial work experience requirements.*

*Requests for a GMAT WAIVER based on substantial managerial work experience must be approved by the Haworth College of Business Graduate Programs Council. Completion of the petition to waive the GMAT Exam is required, and satisfaction of the above criteria does not constitute an automatic waiver.*

### Appeals and Requests for Exceptions

*Appeals and requests for exceptions to the admission standards must be made in writing to the MBA advisor, Room 2320 Schneider Hall, Haworth College of Business, Western Michigan University, Kalamazoo, MI 49008. All appeals and requests for exceptions will be reviewed by the Haworth College of Business Graduate Programs Council.*

### Program Requirements



The MBA program includes three components: 1) Prerequisites, 2) Skills and Knowledge Courses, 3) Electives. Students meeting all the prerequisites **only need** components 2 and 3.

### **1. Prerequisites**

In order to provide students with the background of the common body of knowledge in business and administration, study in the areas of Accountancy, Data Analytics Foundations, Economics, Finance, and Communications are required. These requirements are fulfilled if the applicant completed an undergraduate business degree or if the applicant completed an equivalent course. Students without undergraduate equivalent course work have three options to fulfill these prerequisite – 1) current graduate or undergraduate course offerings at WMU, another university, or community college; 2) taking and passing competency exams, if available; or 3) online courses. Approval for prerequisite proficiencies will be determined on a course-by-course basis.

- **Academic Communication Proficiency**

Graduate students whose native language is not English and who do not have a degree from a U.S. institution must take the Academic Communication Placement Test at the beginning of their first semester of enrollment. This test is administered by the Haworth College of Business Communication Center. It must be taken in addition to TOEFL (Test of English as a Foreign Language), which is taken as part of the admission process. A student who does not pass this examination is assigned to the Academic Communication for Business Purposes course - BCM 6050. This course must be completed during the first semester of study. Graduate students whose native language is not English but have an undergraduate degree from a U.S. institution will not be required to take the placement test or the course.

### **2. Skills and Knowledge Courses (7 courses – 21 credit hours)**

- MBA 6001 - Presentation, Negotiation and Communication for Managers (3 credit hours)
- MBA 6002 - Leadership for Managers (3 credit hours)
- MBA 6003 - Data Analytics for Managerial Decision Making (3 credit hours)
- MBA 6004 - Finance for Managerial Decision Making (3 credit hours)
- MBA 6005 - Accounting for Managerial Decision Making (3 credit hours)
- MBA 6006 - Marketing for Managerial Decision Making (3 credit hours)
- MBA 6007 - Strategic Management (3 credit hours)

### **3. Elective Courses (15 credit hours) \*At least 1 course from MBA 6010 –MBA 6014**

- MBA 6010 - Process Management Strategy (3 credit hours)
- MBA 6011 - Business Law and Ethics (3 credit hours)
- MBA 6012 - Sustainable Business Strategies for Managers (3 credit hours)
- MBA 6013 - Trade and Global Business Strategy (3 credit hours)
- MBA 6014 - Advanced Analytics for Managerial Decision Making (3 credit hours)
  
- MBA 6020 - Professional Experience (3 credit hours)
- MBA 6021 - Work-Based Project (3 credit hours)
- MBA 6022 - Current Issues in Business (3 credit hours)
- BUS 6960 - Study Abroad (3 credit hours)
- Students may select courses at the 5000 or 6000+ level from the Haworth College of Business (ACTY, BCM, CIS, FIN, MGMT, MKTG)

- *Students may also select courses at the 5000 or 6000+ level from colleges outside of HCOB with approval from both the MBA advisor and the advisor from the other college/department/graduate program*