Washington State University
MAJOR CURRICULAR CHANGE FORM - - COURSE
(Submit original signed form and ten copies to the Registrar's Office, zip 1035.)

Future Effective Date: Fall 2013
(effective date cannot be retroactive)
☐ New course ☐ Temporary course ☐ Drop service course
☐ There is a course fee associated with this course (see instructions)

☐ Variable credit __________________________
☐ Increase credit (former credit _____)
☐ Number (former number ______)
☐ Crosslisting (between WSU departments) (Must have both departmental signatures)

☐ Conjoint listing (400/500)
☐ Request to meet Writing in the Major [M] requirement (Must have All-University Writing Committee Approval)
☐ Request to meet GER in ________ (Must have GenEd Committee Approval)
☐ Professional course (Pharmacy & Vet Med only)
☐ Graduate credit (professional programs only)
☐ Other (please list request)

Previously Topics Course EE 581

EE

536

Power Systems Economics and Electricity Markets

Graduate Standing in Power Engineering or Instructor Approval.

Prerequisite

3

3

credit

lab hrs

studio hrs

lecture hrs

per week

per week

per week

Description (20 words or less) Economic Dispatch and Optimal Power Flow, Electricity Market, Short-Term Load Forecasting, Electricity Price Forecasting, Price-Based Unit Commitment, Arbitrage in Elec

Instructor: Anurag Srivastava Phone number: 335-2348 Email: asrivast@eecs.wsu.edu
Contact: Josh Whiting Phone number: 335-2446 Email: joshwhiting@wsu.edu

Campus Zip Code: 2572

- Please attach rationale for your request, a current and complete syllabus, and explain how this impacts other units in Pullman and other branches (if applicable).
- Secure all required signatures and provide 10 copies to the Registrar's Office.

Chair/date Dean/date General Education Com/date

Chair (if crosslisted/interdisciplinary)* Dean (if crosslisted/interdisciplinary) * Graduate Studies Com/date

All-University Writing Com/date Academic Affairs Com/date Senate/date

*If the proposed change impacts or involves collaboration with other units, use the additional signature lines provided for each impacted unit and college.
EE 536 - Power System Economics and Electricity Markets

Catalog Description (3 credits):
Economic Dispatch and Optimal Power Flow, Electricity Market, Short-Term Load Forecasting, Electricity Price Forecasting, Price-Based Unit Commitment, Arbitrage in Electricity Markets, Market Power Analysis

Offered:
Fall semesters every two years

<table>
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<tr>
<td>Instructor:</td>
</tr>
<tr>
<td>Dr. Anurag K Srivastava, Assistant Professor</td>
</tr>
<tr>
<td>Office: EME 31, WSU</td>
</tr>
<tr>
<td>Phone: 509-335-2348, E-mail: <a href="mailto:asrivast@eecs.wsu.edu">asrivast@eecs.wsu.edu</a></td>
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<tr>
<td>Office Hours:</td>
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<td>TBD</td>
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<tr>
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<td>• Market Overview in Electric Power Systems (Week 4-5)</td>
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-Dr. Anurag K Srivastava
| Class Website: | The class website is supported through ‘angel’ at [lms.wsu.edu](http://lms.wsu.edu). Students are expected to check the website regularly as announcements, notes, handouts, and assignments will be posted here. |
| Grading Policy: | Grading will be done based on one take home mid semester exam, couple of assignment and one research project report. Grades will be given based on following distribution:  
Assignments: 15%  
Class participation (in class or online discussions): 5%  
Mid Semester Take Home Exam: 25%  
In class activities and quizzes: 25%  
Final Research Project: 30%  
Letter Grade Equivalencies:  
Rough outline of course grades;  
A grade: total score over 90 out of 100  
B grade: total score between 80 and 89 out of 100  
C grade: total score between 70 and 79 out of 100  
D grade: total score between 60 and 69 out of 100  
F grade: total score below 59 out of 100 |
| Course Policy: | - You are supposed to read the course material either from the book or from handouts posted online before the lecture.  
- You are encouraged to be active in the classroom and ask questions leading to discussion. You are always welcome to ask question in office hours or through email.  
- The handouts will be on-line before the classes and you are supposed to print out them to write down notes  
- Students are expected to complete assigned work in a timely manner demonstrating a professionally high standard.  
- Assignments and mid semester take home exams are to be done on an individual basis. The final research project can be done individually or in-group of two to three.  
- Conduct: Students’ conduct and specially plagiarism related issues are seriously considered in this class. See [http://www.wsulibs.wsu.edu/plagiarism/policy.html](http://www.wsulibs.wsu.edu/plagiarism/policy.html) for WSU policy on this regard.  
- Disability: Reasonable accommodations are available for students with a documented disability. If you have a disability and may need accommodations to fully participate in this class, please visit the Access Center (Washington Building, Room 217) to schedule an appointment with an Access Advisor. All accommodations MUST be approved through the Access Center. Website: [http://www.drc.wsu.edu/](http://www.drc.wsu.edu/).  
- Safety: The university has emergency plans and procedures that are reviewed regularly and that can be implemented quickly in a crisis or emergency. The Campus Safety Plan, which can be found at [http://www.wsu.edu/campusafety](http://www.wsu.edu/campusafety). |
http://safetyplan.wsu.edu, contains a comprehensive listing of university policies, procedures, statistics, and information relating to campus safety, emergency management, and the health and welfare of the campus community. In addition to the safety plan, the emergency management plan can be found online at http://oem.wsu.edu/Emergencies. Everyone should also become familiar with the WSU ALERT site (http://alert.wsu.edu) where information about emergencies and other issues affecting WSU will be found.

- Attendance of lectures and participation in class discussions are important for effective learning of the course material. For genuine reasons, absence in lectures may be excused subject to prior approval from the instructor.

**Assignments:**

Assignments will be posted online relating to the material we have covered during semester. You may have to use POWERWORLD/ MATLAB/ GE MAPS for solving problems. You are expected to turn in an individual assignment. These assignments are due at 5 pm on the due date posted online. **Late homework** will be accepted with reduced grade.

**Mid Semester Take Home Exam:**

Mid semester exams will be take home and you are supposed to work on that individually. Exam will cover theoretical and numerical material covered in the class. You are free to use any book; online resources and library to solve the problems in take home exam.

**Research Project Report:**

You can choose any relevant topic for the final research project. We will discuss about it during middle of the semester. Chosen topic should involve theoretical or numerical work related to power system economics and electricity markets. Understanding of power system economics and market operation should be demonstrated through project, and your original contribution towards chosen topic is expected. Your contribution could be in form of new algorithm, improvement, software deliverables or suggested policy. The project could be an individual or group effort with maximum of 3 students in a group. The final report of the project will take the form of an IEEE Power Engineering Society Transactions paper. This part of your grade will depend on the technical content of the report, your understanding and your original contribution. More information on the research project will be distributed later in the semester.

**Student Participation and Discussion:**

To encourage class discussion and active participation, part of your grade will be determined on your participation in class discussions including attendance, asking questions, answering other students’ questions and ability to lead discussion either in class or through online course website. Additionally, your performance in quiz and class activities will contribute to your final grade.

-Dr. Anurag K Srivastava
Rationale for request:

Power engineering program at WSU is one of the top program in Nation. New courses covering diverse emerging areas are required to keep up with the excellence of power program. Adding new course related to electricity market will enhance existing power engineering curriculum and will provide options for graduate students. This course is very important and first offering as EE 581 was taken very well by students.

Impact on other units in Pullman and other branches:

This course will be also offered online as part of global campus in future and will have positive impact on power program and other branches of university.

-Dr. Anurag K Srivastava
Devine, Lisa

From: Wherland, Scot
Sent: Wednesday, January 30, 2013 11:41 AM
To: Davis, William B; Devine, Lisa; Edwards, Charles Gould; Evans, Marc A.; Gursoy, Dogan; Oakley, Christine Kay; Omoto, Charlotte K; Vreeland, Kenneth R.; Zlatos, Christy
Subject: FW: EE 536 Agenda Item #155
Attachments: EE536 Syllabus.doc

This is another one that seemed to be missing a great deal, but this was primarily because some pages were missing.

Scot Wherland
Professor of Chemistry
Boeing Science/Math Education
Distinguished Professor Voice: 509.335.3360
Department of Chemistry FAX: 509.335.8867
Washington State University Office: Fulmer 151
Pullman, WA 99164-4630 Email: scot_wherland@wsu.edu

From: Anurag K Srivastava [mailto:asrivast@eecs.wsu.edu]
Sent: Thursday, January 24, 2013 1:28 PM
To: Wherland, Scot
Subject: Re: EE 536 Agenda Item #155

Hello Prof. Wherland,

I revised the syllabus with course review during week 14-15 and exam due during week 16. I also indicated number for assignments and quizzes.

Thanks,
Anurag

On Jan 24, 2013, at 11:00 AM, Wherland, Scot wrote:

Anurag,
This looks good except that there is no indication of how you will spend that last two weeks (weeks 14 and 15). Week 16 can be included or not, since you do not have a final you may just want to indicate when the final project is due, week 15 or 16. Also, it is not particularly clear how the quizzes and class assignments work. Are these pop quizzes/activities that are not announced? Can you indicate a rough number?
Thanks,
Scot

Scot Wherland
Prof. of Chemistry
Washington State University
Pullman, WA 99164-4630
Voice: 509.335.3360
FAX: 509.335.8867
Office: Fulmer 151
Email: scot_wherland@wsu.edu
From: Anurag K Srivastava [mailto:asrivast@eecs.wsu.edu]
Sent: Wednesday, January 23, 2013 10:30 PM
To: Wherland, Scot
Cc: Whiting, Joshua T
Subject: Re: EE 536 Agenda Item #155

Prof. Wherland,

Please find updated syllabus.
I think student self-declare being power major and then meet the power engineering requirement later during graduate study. I have modified prerequisite as 'instructor approval'.
Grade distribution based on assignments is indicated on page 2. You should see that now.

Thanks and let me know if any additional information is required.

Best,
Anurag

On Jan 23, 2013, at 4:51 PM, Wherland, Scot wrote:

Prof. Srivastava,
Catalog will soon consider your proposal for EE 536. I can anticipate some concerns that you can rectify. I have detailed some below, but I think that most of the problem is that we received only two pages. This often indicates that the original was double sided and not properly copied. We have the first page, then a page that starts with part of the link to the safety plan. There is an additional page that is a rationale. Here are a couple other issues.

1. I am not sure that Zzusis can enforce the prerequisite “Graduate Standing in Power Engineering”. Is there a record that a student is in the Power Engineering program? If this cannot be done, do you have an alternative? Just “instructor approval” can be enforced.
2. There is no indication of how the assignments will be combined to give a final grade. This is typically presented by assignment of points to each assignment and a grading scale reflecting the total points.

You can just send an updated syllabus to me and I will bring it to the committee.

Scot Wherland
Professor of Chemistry
Boeing Science/Math Education
Distinguished Professor Voice: 509.335.3360
Department of Chemistry FAX: 509.335.8867
Washington State University Office: Fulmer 151
Pullman, WA 99164-4630 Email: scot_wherland@wsu.edu

Anurag K Srivastava
Assistant Professor
Director, Smart Grid Demonstration and Research Investigation Lab (SGDRIL)
http://www.eecs.wsu.edu/~asrivast/SGDRIL/index.html
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Pullman, Washington 99164-2752  
phone: 509-335-2348  
email 1: asrivast@eecs.wsu.edu  
external_email 2: anurag.k.srivastava@wsu.edu
**EE 536 - Power System Economics and Electricity Markets**

**Catalog Description (3 credits):**
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Office: EME 31, WSU  
Phone: 509-335-2348, E-mail: asrivast@eeecs.wsu.edu |
| **Office Hours:** TBD |
| **Class Timings:** TBD (Two 75 minute lecture classes per week) |
| **Prerequisite:** Instructor Approval |
| **Credit:** 3 hours. |

**Course Summary:**
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**Goals:**
The main course goal is to provide students with an overview of economic aspects involved in operating and controlling the power generation and transmission of a large scale, restructured, interconnected power system. At the conclusion of the course students should be able to understand difference between vertical integrated power system and restructured power system and their operation.

**Course Texts:**
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**Reference:**

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-Dr. Anurag K Srivastava
Rationale for request: Power engineering program at WSU is one of the top programs in Nation. New courses covering diverse emerging areas are required to keep up with the excellence of power program. Adding new course related to electricity market will enhance existing power engineering curriculum and will provide options for graduate students. This course is very important and first offering as EE 581 was taken very well by students.

Impact on other units in Pullman and other branches: This course will be also offered online as part of global campus in future and will have positive impact on power program and other branches of university.

-Dr. Anurag K Srivastava
MEMORANDUM

To: WSU Faculty Senate and the WSU Graduate School
From: David Sprott, Associate Dean, WSU College of Business
Date: December 18, 2012
RE: MBA Program Curriculum Changes

Background

The WSU MBA program is designed to provide business training to a wide variety of students ranging from emerging leaders, to working professionals and seasoned executives. The diversity of MBA student markets and program offerings is reflected in the program’s vision statement:

The College of Business at Washington State University (WSU) will provide the highest quality MBA education and an engaging learning experience for current and emerging business leaders through a choice of innovative campus and online programs that fit their lifestyles.

The WSU MBA program celebrated its 50th anniversary in 2007. Since then, the College of Business (CB) has made a number of changes to program offerings, while also continually revising the curriculum. As of Fall 2012, the MBA was offered online to various markets (the OMBA), face-to-face (at the WSU Tri-Cities and Vancouver campuses), and to the executives through the online Executive MBA program (the OEMBA). The Pullman MBA will be restarted in Fall 2013, after a two-year admissions pause due to the need to divert faculty resources from the MBA to the undergraduate teaching mission. For all programs, the same degree (the “MBA”) is granted on the diploma no matter the venue or location. The program is accredited by the Association to Advance Collegiate Schools of Business (AACSB).

Since 2007, the WSU MBA program has gone through a number of major changes that have resulted in an updated and more focused program than what existed in 2007. Given that program quality and faculty qualifications have not been a problem, the changes have been driven primarily by a desire to increase the size, reach and quality of the MBA. During this time, the CB has engaged in a significant revision of the MBA’s assessment activities in order to meet accreditation requirements of WSU and AACSB.

With the reinstatement of the Pullman program and the growth in the OMBA and EMBA programs, it became clear that the MBA curriculum needed to be refreshed and adjusted. In November 2011, a curriculum task force was formed by the Master Program Policy Committee (MPPC; the elected faculty body within the CB overseeing Masters programs) to begin working on this task. The goals of this working group (developed in conjunction with the CB’s Deans office and the MPPC) included the following goals:

1. **Offer MBA program at all sites with the same number of credits.** Currently, each location has a different number of required credits to complete the MBA. This makes it difficult to
promote the program as a College, confusing for applicants, and difficult for students seeking to move among locations. The graduate school requires 32 credits as a minimum. As a working assumption we will attempt to build the program with 32 credits. However, as we progress we may find the need to increase the number of required credits.

2. Develop common core and process for the 702 examination. Currently, each location has unique learning goals, requirements and processes for the 702. This confounds the ability for the college to collect meaningful assessment data and to project a unified face for the program. Our goal is to specify a common core and a common focus for the 702, and insure alignment with MPPC learning goals.

3. Reduce the common core requirements. Currently seven courses constitute the common core requirements. This leaves few options for building a coherent set of electives to accommodate specializations. The sizeable core also puts demands on a smaller college faculty to create capacity for these courses, limiting flexibility. With fewer credits devoted to electives, the number of faculty teaching in the MBA program is smaller than if there were a smaller core and a broader set of electives for students to choose. By reducing the common core, the college can offer meaningful areas of specialization while also providing the flexibility to accommodate faculty resources and talents.

4. Align MBA curriculum with learning goals and assessment. The MPPC has spent considerable effort to build meaningful learning goals and assessment plans. We will insure that any curriculum changes are consistent with the learning goals.

In addition to the above goals, the task force also examined the value of introducing concentrations (via formal graduate certificates) to the MBA program. Similar approaches are commonly used by other business schools and the task force recommended the use of similar program offerings here at WSU.

In April 2012, after engaging all CB faculty in this process, the MPPC approved the final MBA curriculum requirements for all MBA program offerings (with the exception of the Executive MBA program, which has additional courses included in the program and no foundation requirements). Appendix I provides a summary of the updated MBA curriculum revision approved by the MPPC (final version dated December 12, 2012).

Summary and Conclusion

The changes to the WSU MBA program include a variety of changes that need to be approved by the WSU Faculty Senate and the WSU Graduate School. As summarized in Appendix II, these include:

1. Equalization of credit hours for MBA offerings at 32 hours (Major Change – Requirements);
2. Two new MBA core courses for all MBA offerings (Major Change – Course);
3. Three new MBA elective courses for Pullman MBA certificate (Major Change – Requirements);
4. Update of existing MBA core courses (Minor Change); and
5. Introduction of various MBA graduate certificates (Major Change – Requirements).

Included with this memo are the appropriate forms and supporting materials for these curricular changes. My team, our faculty, and I stand ready to discuss these changes as required. We all appreciate the effort that will go towards our curricular changes. Thank you!
APPENDIX I:
MBA Curriculum Changes
(Approved by WSU CB's MPPC December 12, 2012)
WSU College of Business MBA Program Curriculum Requirements  
December 17, 2012

Summary:
The MPPC (see appendix A for information on the MPPC charge to the MBA faculty taskforce) has reviewed and approved the following curriculum requirements to insure consistency across all MBA programs (Vancouver, Tri-Cities, Online, and Pullman). Of note is that the Executive MBA program remains consistent with these requirements but its curriculum will be maintained at the 44 credit level as it currently stands.

This document outlines the MBA curriculum requirements as edited and approved by the Master’s Policy and Procedures Committee (MPPC).

Curriculum Requirements:

**Foundation Curriculum (16 credits)**
1. Acctg 550 – Introduction to Financial & Managerial Accounting (3 credits)
2. BA 501 – Foundations in Marketing (2 credits)
3. BA 502 – Foundations in Operations Management (2 credits)
4. BA 503 – Foundations in Business Law (2 credits)
5. BA 504 – Foundations in Finance (2 credits)
6. BA 505 – Foundation in Statistics (2 credits)
7. EconS 404 – Economics for Managers (3 credits) This course includes micro, macro and calculus topics.

**Core Curriculum (23 credits):**
1. Mgmt 590 – Strategy Formulation & Organizational Design (3 credits) Included in this course will be a module on ethics at the organizational level.
2. Acctg 533 – Accounting, Performance Measurement, and Controls (3 credits)
3. Fin 526 – Financial Management (3 credits)
4. Mktg 506 Marketing Strategy (3 credits)
5. Mgmt 593 – Managerial Leadership & Productivity (3 credits) Included in this course will be a module on ethics at the individual behavior level.
6. BA 514 – Business Analytics: transforming Data into Decisions (3 credits)
7. BA 579 – MBA Assessment Capstone (3 credits) This is a capstone course that will include an experiential project and be used as an assessment measure of the prior six courses and the MBA Learning Goals.
8. BA 702 – Master’s Special Problems (2 credits) This is an approved WSU Graduate School requirement that will be used to refine and present the students’ final projects.

The approved title, prerequisite requirement, catalog description, and course learning objectives for each core course are detailed in appendix D.

Since every core course is expected to align with one or more of the four MBA Learning Goals, the overall MBA Learning Goals (reiterated in appendix B) are shown in the following table to illustrate the correspondence between core courses and MBA Learning Goals:
<table>
<thead>
<tr>
<th>MPPC Learning Goal</th>
<th>Core Course where each Goal is Delivered/Assessed</th>
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<tbody>
<tr>
<td>1. Graduates of the WSU MBA program will be able to formulate an actionable business strategy that is grounded in theory and practice from multiple business disciplines.</td>
<td>Mgmt 590 – Strategy Formulation and Organizational Design</td>
</tr>
<tr>
<td></td>
<td>BA 579 – MBA Assessment Capstone</td>
</tr>
<tr>
<td>2. Graduates of the WSU MBA program will be able to conduct data-driven analyses to identify significant business problems, recommend feasible solutions to the problem, and justify a course of action.</td>
<td>Acctg 533 – Accounting, Performance Measurement, and Controls</td>
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<td></td>
<td>BA 579 – MBA Assessment Capstone</td>
</tr>
<tr>
<td>3. Graduates of the WSU MBA program will be able to apply leadership theory to analyze business situations and develop theory-based recommendations.</td>
<td>Mgmt 593 – Managerial Leadership and Productivity</td>
</tr>
<tr>
<td></td>
<td>BA 579 – MBA Assessment Capstone</td>
</tr>
<tr>
<td>4. Graduates of the WSU MBA program will be able to identify and evaluate the ethical, global, and societal implications of doing business as an organization.</td>
<td>MgtOp 590 – Strategy Formulation and Organizational Design</td>
</tr>
<tr>
<td></td>
<td>MgtOp 593 – Managerial Leadership and Productivity</td>
</tr>
<tr>
<td></td>
<td>BA 579 – MBA Assessment Capstone</td>
</tr>
</tbody>
</table>

**Elective Curriculum (9 credits required):** Students seeking MBA programs often seek to specialize in a functional area. The MBA elective courses are structured into areas-of-concentration so that students can develop additional depth in an identified track (see appendix C). The areas-of-concentration will be offered as "certificates" via the WSU Graduate School. Please note that each student's selected area-of-concentration requires at least 3 of the courses shown in the specific certificate track. If more than 3 courses are shown as eligible in any given track, the location director must approve the student's certificate program.

Seven Areas-of-Concentration (via certificates) have been MPPC approved. Not all locations will offer all areas-of-concentration. Resources and faculty expertise will determine availability at each location. Other areas-of-concentration may be proposed at any time to the MPPC. Resources will be a key concern for approval; therefore any specialization offered must be able to be supported. The current approved areas have been strategically chosen based on the following logic:

1. **Stakeholder Leadership.** Vancouver location has developed this focus as a strategic pillar.
2. **Technology Management.** Tri-Cities location has developed this focus as a strategic pillar.
3. **International.** This is a strategic focus for the College with national rankings; research provided by EMBANET indicates this is an often requested specialty by prospective students.
4. **Marketing.** Research provided by EMBANET indicates that this is an often requested specialty by prospective MBA students.

5. **Finance.** Research provided by EMBANET indicates that this is an often requested specialty by prospective MBA students.

6. **Hospitality & Tourism.** This area is a unique strength within the College of Business.

7. **Business Analytics.** The Pullman MBA program has the faculty expertise and a ready student market for the development of data management skills to support strategic managerial decisions.

Appendix C details the areas-of-concentration (certificates). Department chairs and key contributors to the concentration tracks were consulted and every attempt was made to categorize the courses into meaningful tracks. In some instances more than three courses are aligned to a concentration. This gives each location the ability to employ faculty resources as appropriate. Each location is encouraged to produce a 3-year course rotation so that students can plan elective classes. Further, not every class currently offered is assigned to an area of concentration. It is assumed that these are applicable to either the MAcc or the PhD programs in business.

**Background for Capstone Course in Core Curriculum:**

In the recent past, the final graduation requirement for the CB’s various MBA programs has been some type of real world project in which students provide an overall business solution to a particular issue faced by an industry or firm. The projects vary, but include a traditional business plan in Pullman and online, a business consulting project in the Tri-Cities, and an experiential analysis of a business opportunity in Vancouver. These final projects take a considerable amount of time to complete and require significant faculty attention in order to develop a solid project. The evaluations results of the last two years have identified a major concern that the variety of approaches have not been consistently administered. In the online OMBA and the online EMBA as well as the previous Pullman MBA programs -- a specific course was required in the curriculum. In Vancouver, a faculty member was provided a course release to handle these projects but no course was required. In Tri-Cities, it was unpaid extra service for the faculty members with no course requirement and no written paper required. The proposal to include an assessment capstone course (BA 579) was motivated by the need to establish more consistency to this process. The MBA assessment capstone course will now require all MBA programs to require the written assessment (BA 579) and the presentation assessment (BA 702).

Further, top schools are moving towards dedicated experiential course requirements in their curricula (specifically Harvard and Berkeley). Thus, our 579 and 702 assessment requirements are more in line with the direction of other MBA schools and will enhance the competitiveness and attractiveness of WSU’s MBA programs.
Appendix A: MPPC Taskforce Charge to revise MBA Curriculum
(January 2012)

MPPC Curriculum taskforce members (Jane Cote, Chair, Nancy Ashley, Liza Nagel, Cheryl Oliver, David Sprott)

To update and build consistency across all programs offered at all locations (Online, Pullman, Tri-Cities, and Vancouver), this document outlines the broad goals of the alignment and the timeline for approval. Note the executive MBA program EMBA will not be included in the specific course requirements.

Taskforce Goals
1. **Offer MBA program at all sites with the same number of credits.** Currently, each location has a different number of required credits to complete the MBA. This makes it difficult to promote the program as a College, confusing for applicants, and difficult for students seeking to move among locations. The graduate school requires 32 credits as a minimum. As a working assumption we will attempt to build the program with 32 credits. However, as we progress we may find the need to increase the number of required credits.

2. **Develop common core and process for the 702 examination.** Currently, each location has unique learning goals, requirements and processes for the 702. This confounds the ability for the college to collect meaningful assessment data and to project a unified face for the program. Our goal is to specify a common core and a common focus for the 702, and insure alignment with MPPC learning goals.

3. **Reduce the common core requirements.** Currently seven courses constitute the common core requirements. This leaves few options for building a coherent set of electives to accommodate specializations. The sizeable core also puts demands on a smaller college faculty to create capacity for these courses, limiting flexibility. With fewer credits devoted to electives, the number of faculty teaching in the MBA program is smaller than if there were a smaller core and a broader set of electives for students to choose. By reducing the common core, the college can offer meaningful areas of specialization while also providing the flexibility to accommodate faculty resources and talents.

4. **Align MBA curriculum with learning goals and assessment.** The MPPC has spent considerable effort to build meaningful learning goals and assessment plans. We will insure that any curriculum changes are consistent with the learning goals.

Proposed Timelines
With full approval through the faculty senate completed by May 2012, to take effect fall 2012; the college can begin marketing efforts for all MBA programs with the aligned curriculum. With the face to face MBA program expected to resume in fall 2013, it is especially important to have approvals in place by fall 2012 in order to successfully recruit students.

With this in mind, we are working with this schedule:
January 2012 – discussion and approval by MPPC for the broad goals and timeline in this document.
February 2012 – curriculum proposal submitted to MPPC for discussion and approval.
March & April 2012 – faculty discussion and input through departmental meetings and with focus groups of key faculty invested in the MBA. Faculty input brought to chairs and directors for final discussion.
Fall 2012 – final MPPC approval of curriculum requirements and all MBA course learning objectives.
Fall 2012 – submitted to Graduate Studies Committee
Spring 2013 – Faculty Senate decision
Fall 2013 – new curriculum begins
**Appendix B: MBA Program Mission and Learning Goals**

**MBA Program Mission Statement**

The College of Business at Washington State University (WSU) is dedicated to the success of its students by providing a quality Masters of Business Administration (MBA) degree. We are committed to graduating MBA students who are prepared to function as effective managers and leaders in organizations. The program cultivates future business managers and leaders through the achievement of key student learning goals.

<table>
<thead>
<tr>
<th>Goal 1</th>
<th>Graduates of the WSU MBA program will be able to formulate an actionable business strategy that is grounded in theory and practice from multiple business disciplines.</th>
</tr>
</thead>
</table>
| Objectives: | o Ability to conduct business analysis by integrating and synthesizing knowledge and perspectives from the core business disciplines  
   o Ability to develop and justify an effective business strategy based on the business analysis. |

<table>
<thead>
<tr>
<th>Goal 2</th>
<th>Graduates of the WSU MBA program will be able to conduct data-driven analyses to identify significant business problems, recommend feasible solutions to the problem, and justify a course of action.</th>
</tr>
</thead>
</table>
| Objectives: | o Ability to identify relevant data sources to gather useful information for analysis.  
   o Ability to use and apply appropriate analytical tools and techniques.  
   o Ability to generate and evaluate alternative courses of action  
   o Ability to select and justify a recommended course of action. |

<table>
<thead>
<tr>
<th>Goal 3</th>
<th>Graduates of the WSU MBA program will be able to apply leadership theory to analyze business situations and develop theory-based recommendations.</th>
</tr>
</thead>
</table>
| Objectives: | Select and apply relevant theory and develop an implementation plan to address leadership issues such as:  
   o Motivating employees to higher performance levels  
   o Gaining and using organizational power to influence behaviors and outcomes  
   o Diagnosing team dysfunction and recommending improvement plans  
   o Recognizing the value of change leadership and overcoming resistance to change |

<table>
<thead>
<tr>
<th>Goal 4</th>
<th>Graduates of the WSU MBA program will be able to identify and evaluate the ethical, global, and societal implications of doing business as an organization.</th>
</tr>
</thead>
</table>
| Objectives: | o Ability to recognize the implications of the following issues on business decisions  
   o ethical business issues  
   o global environments issues  
   o societal issues  
   o Ability to take each of these issues into account when making business recommendations |
### MBA Elective Areas-of-Concentration (w/ certificate)**

Three credits of 400-level coursework acceptable upon location director approval.

<table>
<thead>
<tr>
<th>MBA Elective Areas of Concentration</th>
<th>Stakeholder Leadership</th>
<th>Technology Management</th>
<th>International</th>
<th>Marketing</th>
<th>Finance</th>
<th>Hospitality &amp; Tourism</th>
<th>Business Analytics</th>
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<tr>
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<td>Tri-Cities</td>
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<td><strong>Fin 520 - Resources, S.H.'s &amp; Comp. Adv.</strong></td>
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<td>Online</td>
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<td>Online</td>
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<td>Pullman</td>
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<tr>
<td><strong>Entrp 501 - Entrp. Tech.</strong></td>
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<tr>
<td><strong>HBM 581 - Services Mgmt</strong></td>
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<tr>
<td><strong>MIS 580 - IS Mgmt</strong></td>
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<td><strong>Fin 521 - Int. Rates &amp; Fin. Mkts</strong></td>
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<td><strong>Fin 527 - Inv. Analysis</strong></td>
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<td><strong>Fin 528 - Portfolio Theory</strong></td>
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<td><strong>IBUS 580 - Intl. Mgmt</strong></td>
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<td><strong>IBUS 600 - Special Project/ Independent Study</strong></td>
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<td><strong>Mgmt 587 - Prof. Ethics</strong></td>
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<td><strong>Mktg 577 - Promotional Mgmt.</strong></td>
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<td><strong>MgtOp 556 - Adv. Business Modeling</strong></td>
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<td><strong>MIS 557 - Designing Bus. Intell. Systems</strong></td>
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<td><strong>New Courses to Develop &amp; Approve</strong></td>
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<td>Customer Analytics</td>
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<td></td>
<td>Adv. Fin. Models</td>
<td>2 new courses</td>
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</tbody>
</table>

** Note: Each student's selected area-of-concentration requires at least 3 of the courses shown in the specific certificate track. If more than 3 courses are shown as eligible in any given track, the location director must approve the student's certificate program.
Appendix D: Core Course Learning Objectives

Below are the approved titles, prerequisites, catalog descriptions, and learning goals for the MBA core courses. These have been recommended by the respective department faculty or academic committee and approved by MPPC.

---------------------------------------

MGTOP 590: Strategy Formulation & Organizational Design (3 credits)
Prerequisites: Admission to the Master of Accounting program, MBA program, Master of Public Affairs (MPA) program, or Business Ph.D. programs.
Catalog Description: Relationship between the formulation of strategy and the selection of effective organizational structures and systems.
Course Objectives:

LG1 Analyze an organization’s current competitive position with respect to the environment (key success factors) and the organization’s history, resources, and values and prepare a theoretically grounded set of strategic recommendations for enhancing competitive advantage that builds on the organization’s core competencies and resources, history, and mission/values.

LG2 Develop a comprehensive plan for implementing proposed strategic recommendations that effectively aligns key strategic tasks with critical organizational components, i.e., people, the formal organization, and the informal organization.

LG3 Develop a comprehensive plan for managing the process of strategic change that addresses how to clarify and redefine tasks, motivate change, manage the strategic transition, and shape the political dynamics of change.

LG4 Analyze how firms engage stakeholders to advance the interests of firms and their stakeholders.

LG5 Evaluate the social contract between the firm and its internal and external stakeholders to evaluate how this social contract should guide decision making.

---------------------------------------

ACCTG 533: Accounting, Performance Measurement and Controls (3 credits)
Prerequisites: Admission to the MBA or Business PhD programs only.
Catalog Description: Managerial evaluation of budgeting, cost accounting, and financial analysis techniques; their utilization in control of operations.
Course Objectives:

LG1 Performance Measurement. Design a performance measurement system that can be used to assess progress towards strategic organizational goals.

LG2 Cost Behavior & Decision Making. Use financial data to analyze decision alternatives and identify consequences for profitability as well as relevant stakeholders.

LG3 Activity Analysis & Customer Profitability. Assess causality as it relates to operational level inputs and outputs. Develop a system to measure customer or product level profitability. Evaluate consequences of measurement system on organizational and stakeholder action.

LG4 Planning & Analysis. Prepare an operational budget(s), analyze risks and opportunities for organizational success & stakeholder engagement.

LG5 Internal Control & Risk Management. Identify sources of potential risk; Clearly understand control procedures necessary to mitigate risks. Clearly understand risks associated with the financial reporting process and management's responsibilities.
FIN 526: Financial Management (3 credits)
Prerequisites: Admission to the MBA, Master of Accounting, or Business PhD programs.
Catalog Description: Advanced topics in corporate finance, including capital budgeting, cost of capital, capital structure, payout policy, and enterprise valuation.
Course Objectives:
LG1 Identify and apply appropriate decision criteria to determine whether real assets should be acquired or sold.
LG2 Derive the free cash flow generated by a project or business, and consider the implications of inaccuracies in forecasts.
LG3 Estimate an appropriate risk-adjusted required rate of return for evaluating investments in real assets.
LG4 Understand how capital structure and payout policies affect firm value and growth.
LG5 Use information contained in financial statements to evaluate firm performance and develop financial forecasts.

MKTG 506: Marketing Strategy (3 Credits)
Prerequisites: Admission to the MBA, Master of Accounting, or Business PhD programs.
Catalog Description: Marketing analyses needed to recommend and implement a marketing strategy. Includes coverage of industry, competitor, and customer analysis as well as decision factors related to segmentation, positioning, and the marketing mix.
Course Objectives:
LG1 Identify, evaluate, and quantify customer needs in order to determine if a market opportunity exists.
LG2 Estimate a market opportunity’s potential benefits to the organization.
LG3 Evaluate the long-term sustainability of a market opportunity.
LG4 Identify the key success factors, necessary resources, and alternative approaches for pursuing a market opportunity.
LG5 Recommend a marketing strategy and next-step actions for pursuing an opportunity.
LG6 Forecast the likely payoffs from pursuing the recommended strategy.

MGTOP 593: Managerial Leadership and Productivity (3 credits)
Prerequisites: Admission to the MBA, Master of Accounting, or Business PhD programs. Catalog Description: Organizational behavior and human motivation in the workplace; organization and leadership theories, studies, projects and models leading to improved productivity.
Course Objectives:
LG1 Recognize their own leadership strengths and weaknesses.
LG2 Influence coworkers through motivation, office politics, and persuasive communication.
LG3 Form and lead effective teams.
LG4 Create an organizational environment that increases employees’ satisfaction and productivity.
LG5 Apply ethical frameworks.
**BA 514: Business Analytics: Transforming Data into Decisions (3 credits)**

*Prerequisites:* Admission to the MBA, Master of Accounting, or Business PhD programs.

*Catalog Description:* Advanced decision-making concepts for utilizing relevant datasets to focus on data-driven problem-solving techniques and formulating decision analyses to evaluate and recommend management action.

*Course Objectives:*

- **LG1** Define and structure a decision problem.
- **LG2** Identify external and internal organizational sources of data available for decision making.
- **LG3** Transform data into decisions using spreadsheet engineering, modeling, and analysis skills.
- **LG4** Explore, describe, and summarize data using statistical and visualizing techniques.
- **LG5** Apply analytical tools and techniques to generate, evaluate and support courses of action based on data-driven analysis.
- **LG6** Analyze uncertainty and risk in business decisions and model assumptions and perform adequate sensitivity analyses.

**BA 579 MBA Assessment Capstone (3 credits)** (May be repeated for maximum 9 credits)

*Prerequisites:* Admission to the MBA, Master of Accounting, or Business PhD programs (and permission of MBA director).

*Catalog Description:* Analyze, evaluate and recommend management actions for a specific strategic project (in an existing organization or new venture business plan). Project completion will demonstrate the student’s ability to conduct data-driven analyses and apply leadership concepts to recommend and justify management actions that serve all relevant stakeholders (ethical, global, and societal).

*Course Objectives:*

- **LG1** Demonstrate the ability to integrate and synthesize knowledge and perspectives from multiple business discipline.
- **LG2** Develop and justify an effective business strategy using their research and analysis.
- **LG3** Conduct the relevant data-driven analyses to identify significant business problems.
- **LG4** Use data-driven analysis results to recommend feasible solutions to the problem and justify courses of action.
- **LG5** Apply leadership concepts to analyze business situations and develop theory-based recommendations based on the nature of the strategic problem.
- **LG6** Identify relevant ethical, global, and societal issues; explain how these affected the analysis and were taken into account when formulating recommendations.

**BA 702: Master's Special Problems (2 credits)** (May be repeated for maximum 18 credits)

702 Master's Special Problems, Directed Study, and/or Examination V 1-18 May be repeated for credit.

*Course Prerequisite:* Admission to the MBA program. Independent research in special problems, directed study, and/or examination credit for students in a non-thesis master's degree program. Students must have graduate degree-seeking status and should check with their major advisor/committee chair before enrolling for 702 credits. [S, F grading]
<table>
<thead>
<tr>
<th>Item</th>
<th>Description</th>
<th>Type of Change</th>
<th>Primary Contact Person</th>
<th>Faculty Member</th>
<th>Notes</th>
</tr>
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<tbody>
<tr>
<td>1</td>
<td>Revision of MBA curriculum</td>
<td>Credit Change</td>
<td>Cheryl Oliver (335-2363) <a href="mailto:oliverc@wsu.edu">oliverc@wsu.edu</a></td>
<td>Val Miskin (335-5643) <a href="mailto:miskin@wsu.edu">miskin@wsu.edu</a></td>
<td>Equalize MBA curriculum at 32 credit hours (all locations)</td>
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<td>2</td>
<td>BA 514: Business Analytics: Transforming Data into Decisions</td>
<td>New Course</td>
<td>Cheryl Oliver (335-2363) <a href="mailto:oliverc@wsu.edu">oliverc@wsu.edu</a></td>
<td>KD Joshi (335-5722) <a href="mailto:joshi@wsu.edu">joshi@wsu.edu</a></td>
<td>New MBA core course (for all MBA offerings)</td>
</tr>
<tr>
<td>3</td>
<td>BA 579: MBA Capstone</td>
<td>New Course</td>
<td>Cheryl Oliver (335-2363) <a href="mailto:oliverc@wsu.edu">oliverc@wsu.edu</a></td>
<td>Velle Kolde (335-5312) <a href="mailto:velle.kolde@wsu.edu">velle.kolde@wsu.edu</a></td>
<td>New MBA core course (for all MBA offerings)</td>
</tr>
<tr>
<td>4</td>
<td>MKTG 555: Social Media and Marketing Analytics</td>
<td>New Course</td>
<td>Cheryl Oliver (335-2363) <a href="mailto:oliverc@wsu.edu">oliverc@wsu.edu</a></td>
<td>David Knuff (335-6843) <a href="mailto:dknuff@wsu.edu">dknuff@wsu.edu</a></td>
<td>New MBA elective (for Pullman MBA certificate)</td>
</tr>
<tr>
<td>5</td>
<td>MGTOP 556: Business Modeling with Spreadsheets</td>
<td>New Course</td>
<td>Cheryl Oliver (335-2363) <a href="mailto:oliverc@wsu.edu">oliverc@wsu.edu</a></td>
<td>Chuck Munson (335-3076) <a href="mailto:munson@wsu.edu">munson@wsu.edu</a></td>
<td>New MBA elective (for Pullman MBA certificate)</td>
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<tr>
<td>6</td>
<td>MIS 557: Designing Business Intelligence Systems</td>
<td>New Course</td>
<td>Cheryl Oliver (335-2363) <a href="mailto:oliverc@wsu.edu">oliverc@wsu.edu</a></td>
<td>Mo Featherman (335-4445) <a href="mailto:featherman@wsu.edu">featherman@wsu.edu</a></td>
<td>New MBA elective (for Pullman MBA certificate)</td>
</tr>
<tr>
<td>7</td>
<td>ACCT 533: Accounting, Performance Measurement and Controls</td>
<td>Course Update</td>
<td>Cheryl Oliver (335-2363) <a href="mailto:oliverc@wsu.edu">oliverc@wsu.edu</a></td>
<td>Sue Gill (335-5633) <a href="mailto:gills@wsu.edu">gills@wsu.edu</a></td>
<td>Update existing MBA course (title only)</td>
</tr>
<tr>
<td>8</td>
<td>FIN 526: Financial Management</td>
<td>Course Update</td>
<td>Cheryl Oliver (335-2363) <a href="mailto:oliverc@wsu.edu">oliverc@wsu.edu</a></td>
<td>Gene Lai (335-7197) <a href="mailto:genelai@wsu.edu">genelai@wsu.edu</a></td>
<td>Update existing MBA course (title and description)</td>
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<tr>
<td>9</td>
<td>Business Analytics Graduate Certificate</td>
<td>New Certificate</td>
<td>Cheryl Oliver (335-2363) <a href="mailto:oliverc@wsu.edu">oliverc@wsu.edu</a></td>
<td>David Knuff (335-6843) <a href="mailto:dknuff@wsu.edu">dknuff@wsu.edu</a></td>
<td>New graduate certificate (WSU Pullman)</td>
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<td>10</td>
<td>Finance Graduate Certificate</td>
<td>New Certificate</td>
<td>Cheryl Oliver (335-2363) <a href="mailto:oliverc@wsu.edu">oliverc@wsu.edu</a></td>
<td>Gene Lai (335-7197) <a href="mailto:genelai@wsu.edu">genelai@wsu.edu</a></td>
<td>New graduate certificate (online MBA)</td>
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<td>11</td>
<td>Marketing Graduate Certificate</td>
<td>New Certificate</td>
<td>Cheryl Oliver (335-2363) <a href="mailto:oliverc@wsu.edu">oliverc@wsu.edu</a></td>
<td>Darrel Muehling (335-7302) <a href="mailto:darrel@wsu.edu">darrel@wsu.edu</a></td>
<td>New graduate certificate (online MBA)</td>
</tr>
<tr>
<td>12</td>
<td>International Business Graduate Certificate</td>
<td>New Certificate</td>
<td>Cheryl Oliver (335-2363) <a href="mailto:oliverc@wsu.edu">oliverc@wsu.edu</a></td>
<td>Darrel Muehling (335-7302) <a href="mailto:darrel@wsu.edu">darrel@wsu.edu</a></td>
<td>New graduate certificate (online MBA)</td>
</tr>
<tr>
<td>13</td>
<td>Stakeholder Leadership Graduate Certificate</td>
<td>New Certificate</td>
<td>Cheryl Oliver (335-2363) <a href="mailto:oliverc@wsu.edu">oliverc@wsu.edu</a></td>
<td>Tom Tripp (360-546-9754) <a href="mailto:tttripp@vancouver.wsu.edu">tttripp@vancouver.wsu.edu</a> Liza Nagel (509-372-7398) <a href="mailto:lizanagel@tricity.wsu.edu">lizanagel@tricity.wsu.edu</a></td>
<td>New graduate certificate (WSU Vancouver)</td>
</tr>
<tr>
<td>14</td>
<td>Technology Management Graduate Certificate</td>
<td>New Certificate</td>
<td>Cheryl Oliver (335-2363) <a href="mailto:oliverc@wsu.edu">oliverc@wsu.edu</a></td>
<td>Elizabeth Nagel (335-5643) <a href="mailto:elizabeth.nagel@tricity.wsu.edu">elizabeth.nagel@tricity.wsu.edu</a></td>
<td>New graduate certificate (WSU Tri-Cities)</td>
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