2015-2016 Graduate Council
Meeting Agenda: December 9, 2015 | 3:30 p.m.–5:00 p.m. | 102 Kern Graduate Building
Coffee available: 3:10 p.m.

1. Minutes of the November 18, 2015 Meeting

2. Communications to Graduate Council

3. Announcements/Remarks by the Chair - Regina Vasilatos-Younken, Vice Provost and Dean of the Graduate School, Chair of Graduate Council

4. Reports of Standing Committees of Graduate Council
   a) Committee on Committees and Procedures – Roger Finke, Chair
   b) Committee on Programs and Courses – Andris Freivalds, Chair
      Informational items (Appendix A):
      1) Graduate Council Curriculum Report, 12/2/2015 (Appendix A)
   c) Committee on Academic Standards – L. Sam Finn, Chair
   d) Committee on Fellowships and Awards – Jennifer Graham Engeland, Chair
   e) Committee on Graduate Research – Siela Maximova, Chair
   f) Committee on Graduate Student and Faculty Issues – Sarah Ades, Chair

5. Reports of Special Committees
   a) Graduate School’s Graduate Exhibition Committee – Linda Thornton, Chair
    
   b) Special Committee on Outcomes, Assessment, and Program Enhancement - Regina
      Vasilatos-Younken, Vice Provost for Graduate Education and Dean of the Graduate School

6. Special Reports
   a) Graduate and Professional Student Association

7. Unfinished Business

8. New Business

9. Comments and Recommendations for the Good of the Graduate Community
2015-2016 Graduate Council
Minutes of the Meeting: November 18, 2015

Graduate Council met on Wednesday, November 18, 2015 at 3:30 p.m. in 102 Kern Graduate Building. Dr. Michael Verderame, Senior Associate Dean of the Graduate School, chaired the meeting. The minutes of the meeting of October 21, 2015 were approved.

Communications to Graduate Council
None.

Announcements/Remarks by the Chair - Michael Verderame, Senior Associate Dean of the Graduate School
None.

Reports of Standing Committees of Graduate Council

Committee on Committees and Procedures
Dr. Verderame indicated that Dr. Roger Finke, Chair of the Committee on Committees and Procedures was unable to attend the meeting but has indicated that the committee has nothing to report.

Committee on Programs and Courses
Dr. Verderame recognized Dr. Andris Freivalds, Chair of the Committee on Programs and Courses.

Dr. Freivalds presented the Graduate Council Curriculum Report, 11/11/2015 (Appendix A) as an informational item.

Committee on Academic Standards
Dr. Verderame recognized Dr. L. Sam Finn, Chair of the Committee on Academic Standards.

Dr. Finn reported that the committee worked on a proposed policy for concurrent degrees. The committee is in agreement as to the policy content and is in the process of finalizing the draft language. The policy may be ready for presentation to the Graduate Council at the next meeting which will be determined by email vote of the committee members.

Committee on Fellowships and Awards
Dr. Verderame recognized Dr. Jennifer Graham-Engeland, Chair of the Committee on Fellowships and Awards.

Dr. Graham-Engeland reported that the committee has created a draft of their report on the University Graduate Fellowships awards and process. The draft is close to finalization and the committee hopes to
submit to the Graduate School by the end of the semester. Committee members are individually reviewing the applications for various awards and expect a timeline for the finalizing the report on these awards between December and January.

**Committee on Graduate Research**

Dr. Verderame recognized Mr. Brad Sottile, reporting on behalf of the committee.

Mr. Sottile presented the committee with a report from the Senate Committee on Research detailing the transition from the former Research Computing and Cyberinfrastructure (part of Information Technology Services) to the Advanced CyberInfrastructure, a new unit that is part of the Institute for CyberScience (Appendix B). Mr. Sottile also reported that the Senate Committee on Research is preparing a forensic report which explores plans for more extensive participation and collaboration between Commonwealth Campuses and University Park colleges in graduate education and research.

**Committee on Graduate Student and Faculty Issues**

Dr. Verderame recognized Dr. Sarah Ades, Chair of the Committee on Graduate Student and Faculty Issues.

Dr. Ades reported that the committee discussed the fall career workshop was held on Saturday, October 24, 2015. About 150 graduate students participated in this year’s workshop. The committee discussed plans for next year to increase the program to a full-day workshop. Students will be surveyed in the spring semester to determine what topics they would like to see addressed in future workshops.

**Reports of Special Committees**

**Graduate School's Graduate Exhibition Committee**

Dr. Verderame recognized Dr. Linda Thornton, Chair of the Graduate Exhibition Committee.

Dr. Thornton reminded the Council that the dates of the Graduate Exhibition will be March 18, 2016 for the performance option and March 20, 2016 for the poster, visual arts, and video options. Registration opened November 1, 2015 and so far ten students have registered. Please encourage your faculty colleagues to consider serving as a judge.

**Special Committee on Outcomes, Assessment, and Program Enhancement**

Dr. Verderame presented the roster of the Special Committee on Outcomes, Assessment, and Program Enhancement (SCOAPE; Appendix C). Dr. C. Andrew Cole and Dr. Verderame will serve as the co-chairs of this special committee. At the first meeting, Dr. Regina Vasilatos-Younken, Vice Provost for Graduate Education and Dean of the Graduate School, charged the Committee to oversee the Graduate School's efforts to build a program review process that will strengthen our programs and will also meet expectations recently defined by the Middle States Commission on Higher Education. The committee
has begun by conceptually dividing graduate programs based upon the different needs and structures of professional masters and doctoral programs versus research masters and doctoral programs. Prior to the meeting of the committee, accredited professional programs at Penn State were asked to send in their accreditation materials as they pertain to assessment of learning outcomes. This information will be used to create a template that other professional programs will be able to use to model their learning assessments. Committee members expressed an interest in more educational materials and presentations to help guide programs with the assessment process; Lance Kennedy-Phillips, Vice Provost for planning and assessment and a member of the Committee, confirmed that his office will assist in such efforts.

Special Reports

Graduate and Professional Student Association

Dr. Verderame recognized Ms. Marina Cotarelo, representing the GPSA.

Ms. Cotarelo indicated that the association had nothing to report.

Unfinished Business

None.

New Business

None.

Comments and Recommendations for the Good of the Graduate Community

Dr. Verderame recognized Dr. Caroline Eckhardt who informed the Council of a new funding source for Penn State: the Foreign Language and Area Studies Fellowships. These fellowships are open to both graduate and undergraduate students in any discipline to study the less commonly taught languages of Arabic, Chinese, Hindi, Japanese, Korean, Portuguese, and Russian. The deadline for submission will be February 1, 2016 and information sessions will be held for interested students.

There being no further comments or discussion, the meeting was adjourned at 3:57 p.m.

Next meeting:
Wednesday, December 9, 3:30 p.m. – 5:00 p.m., 102 Kern Graduate Building
Graduate Council Curriculum Report
The Graduate Council Curriculum Report (GCCR), which includes all graduate program curricular proposals approved through the Graduate Council curricular review process, is published 12 times each calendar year.

Questions/comments regarding the GCCR or its contents may be directed to the Director of Graduate Education Administration.

December 2, 2015

1. Program Change: Business Administration – change in degree requirements (Penn State Harrisburg), page 2

2. Program Change: Public Health – offer the M.P.H. degree as a blended degree (College of Medicine), page 53

Note: Graduate course proposals approved through the Graduate Council curricular review process, as well as information about postbaccalaureate/graduate credit certificates approved by college/school administrators for graduate education, are published in the Senate Curriculum Report.
GRADUATE COUNCIL
PROGRAM, OPTION, OR MINOR PROPOSAL FORM

Submit 1 original, signed Graduate Council proposal form and 3 hardcopies of the graduate program proposal document, with a copy of the signed proposal form attached to each proposal copy, to the Curriculum Coordinator, University Faculty Senate, 101 Kern Graduate Building. The proposals will be transmitted to the Dean of the Graduate School for entry into the Graduate Council curricular review process; for more information about the process, see the Overview of the Graduate Council Curricular Review Process.

See the Program Proposal Procedures for guidance in preparing a graduate program proposal. If you have questions regarding the preparation of a graduate program proposal or how to complete this form, contact the Office of the Dean of the Graduate School.

College/School: Penn State Harrisburg, The Capital College
Department or Instructional Area: School of Business

NEW GRADUATE PROGRAM, OPTION, OR MINOR: Add _____

Designation of new graduate program:
Classification of Instructional Programs (CIP) Code: __________
Designation of new graduate option:
Designation of new graduate minor:

Indicate effective semester (cannot be earlier than the first semester following approval):

EXISTING GRADUATE PROGRAM, OPTION, OR MINOR: Change X Drop _____

Current designation of graduate program: Business Administration
Current designation of graduate option: __________
Current designation of graduate minor: __________

New designation of existing graduate program (if changing):
New designation of existing graduate option (if changing):
New designation of existing graduate minor (if changing):

Indicate effective semester (cannot be earlier than the first semester following approval): Fall 2016

SUBMITTED BY GRADUATE PROGRAM HEAD:

Steven Schappe
Printed name
Signature
Date: 9/3/15

NOTED BY COLLEGE/SCHOOL REPRESENTATIVE TO GRADUATE COUNCIL SUBCOMMITTEE ON NEW AND REVISED PROGRAMS AND COURSES:

Janet Duck
Printed name
Signature
Date: 9/7/15

APPROVED BY COLLEGE/SCHOOL DEAN/CHANCELLOR (OR DESIGNEE):

Peter Idowu
Printed name
Signature
Date: Sept, 8, 2015
Recommended by Chair, Graduate Council Subcommittee on New and Revised Programs and Courses:

On Behalf of Luis Ayala
Printed name
Signature
Date: 12-1-15

Recommended by Chair, Graduate Council Committee on Programs and Courses:

On Behalf of Andris Freivalds
Printed name
Signature
Date: 12-1-15

Noted by Dean of the Graduate School:

Regina Vasilatos-Younken
Printed name
Signature
Date: 10-1-15
Penn State Harrisburg
School of Business Administration

MBA Program Change Proposal
Submitted to the Graduate School

November 11, 2015

For questions/comments, contact the MBA Program at Penn State Harrisburg, 717-948-6140 or mbahbg@psu.edu.
Executive Summary

It has been more than 10 years since the last major revision to the MBA program at Penn State Harrisburg. In the fall of 2011, the MBA Curriculum Review Committee was appointed to conduct a comprehensive review of the MBA curriculum. Since that time, the committee has (1) studied the existing curriculum as well as the curricular of many other MBA programs; (2) sought input from the school’s principal stakeholders – students, alumni, faculty, employers of our graduates, and external advisors; (3) analyzed results of the Education Benchmarking Initiative for part-time MBA programs; (4) reviewed and taken into account the revised 2013 standards of the Association to Advance Collegiate School of Business (AACSB); and (5) examined the literature on MBA curricular and key competencies required for successful managers. Highlighted below are the committee’s major findings and the proposed changes.

1. Program structure and course content
   - The 30-credit program requirements, together with 18 foundation credits, allow the MBA program at Penn State Harrisburg to continue to be competitive regionally and nationally. The majority of MBA students at Penn State Harrisburg are full-time working professionals and part-time students. Part-time students who have the necessary educational foundation can complete the program within five semesters.
   - Two-credit courses have presented challenges that significantly outweigh benefits. The challenges include the issues of transferability (both in and out), inability to co-list courses with other graduate programs, faculty assignment, classroom scheduling, and most importantly, inadequate time for challenging assignments and comprehension and understanding of advanced theories.
   - While students are satisfied with the foundation and prescribed courses overall, they have noted overlapping content between some undergraduate and graduate courses.

2. Necessary skills for successful managers
   - Our stakeholders have identified critical thinking and personal/interpersonal skills as the top two necessary skills for successful managers.
   - Other necessary skills identified by stakeholders include the ability to gain data insights, understanding business law and the role of regulation, being ethical decision makers, and managing change and innovation.
   - The existing MBA curriculum covers all identified skills except law and role of regulation, and the ability to gain data insights.
   - The existing MBA curriculum also satisfies the newly adopted AACSB standards regarding curriculum content and management.

3. Electives
   - The overwhelming majority of our students prefer to focus their electives in a particular field.
   - The top five fields are: Accounting, Business Analytics, Finance, Information System, and Supply Chain Management.

4. Entry to program requirements
   - The entry to program requirements of the MBA program at Harrisburg are much more rigid than the requirements of other regional and national MBA programs. The current MBA program at Harrisburg requires both calculus and statistics for analytical skills as entry requirements, in addition to computer skills and communication skills, whereas the majority of other programs require only basic mathematics as an entry to program requirement and
include statistics as part of their programs. The rigid requirements disqualify or dissuade many outstanding candidates from applying to the MBA program at Harrisburg.

Based on the findings, the committee proposed the following changes:

- Replace all two-credit courses with three-credit courses. Three-credit courses not only address the practical constraints that two-credit courses impose, but they also provide improved coverage of graduate material and at a pace conducive to student learning. The contact time provided by the additional credit will also allow faculty to incorporate additional challenging assignments and cover even more advanced material.

- Revise course content to minimize overlapping content and for currency and relevancy.

- Add two new prescribed courses: BUS 510 (Business Analytics and Decision Modeling; 3 credits) and FINAN 530 (Corporate Finance II; 3 credits). BUS 510 will enhance data analytical skills for students to gain data insights and will be required for all students. FINAN 530 is an Advanced Corporate Finance course and will be available to students who already have an appropriate and sufficient financial background.

- Add two new electives -- BUS 580 (Sustainable Business Theory Functions & Strategy; 3 credits) and MNGMT 514 (Organizational Innovation and New Venture Development; 3 credits) -- to address two important emerging issues in business. BUS 580 would be the permanent course number assigned to the graduate sustainability course that already has been offered twice in the past few years as a Special Topics course. MNGMT 514 is required in the existing curriculum and will become an elective in the proposed curriculum.

- Replace the current tracks of electives with the following tracks.
  1. Accounting
  2. Business Analytics
  3. Finance
  4. Information Systems
  5. Supply Chain Management
  6. Strategic Leadership and Innovation

  The first five tracks are based primarily on the expressed interests of students and their employers. The Strategic Leadership and Innovation track is added to further enhance leadership and management skills, which is at the core of the MBA program at Harrisburg.

- Replace calculus with a college-level mathematics course as an entry to program requirement, and move statistics from being an entry to program requirement to a foundation requirement. This is to make entry and foundation requirements at Harrisburg consistent with the requirements of other MBA programs.

The proposed changes have no impact on the total numbers of foundation credits or program credits. The number of foundation credits remains 18, and the number of program credits remains 30. The proposed changes shift credits between prescribed courses and electives for the program requirements. With the additional prescribed course of BUS 505, the number of prescribed credits will increase to 21 (from 18), and the number of elective credits will drop to 9 (from 12).

With the above proposed changes, the following courses are added, revised and dropped from the program.
- **Added courses:**
  
<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>BUS 510</td>
<td>Business Analytics and Decision Modeling (3)</td>
</tr>
<tr>
<td>BUS 580</td>
<td>Sustainable Business Theory Functions &amp; Strategy (3)</td>
</tr>
<tr>
<td>FINAN 530</td>
<td>Corporate Finance II (3)</td>
</tr>
</tbody>
</table>

- **Revised courses – change from two to three credits:**

<table>
<thead>
<tr>
<th>Current</th>
<th>Proposed</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACCT 540</td>
<td>Accounting for Managerial Decisions (2)</td>
</tr>
<tr>
<td>BUS 505</td>
<td>Data Analysis for Business Decisions (2)</td>
</tr>
<tr>
<td>BUS 515</td>
<td>Business Ethics and Corporate Governance (2)</td>
</tr>
<tr>
<td>BUS 588</td>
<td>Strategic Management (2)</td>
</tr>
<tr>
<td>BUSEC 502</td>
<td>Prices, Markets and Competitive Strategy (2)</td>
</tr>
<tr>
<td>MNGMT 511</td>
<td>Organizational Behavior (2)</td>
</tr>
<tr>
<td>MNGMT 514</td>
<td>Organizational Learning (2)</td>
</tr>
<tr>
<td>MRKT 513</td>
<td>Marketing Management: Structures and Processes (2)</td>
</tr>
<tr>
<td>MRKT 514</td>
<td>Marketing Management: Relationships and Institutions (2)</td>
</tr>
</tbody>
</table>

- **Courses that will be dropped after current students have completed the study:**

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>BUS 500</td>
<td>Negotiation, Communication, Teamwork (2)</td>
</tr>
<tr>
<td>BUS 589</td>
<td>Strategic Venture Planning and Innovation (2)</td>
</tr>
<tr>
<td>BUSEC 503</td>
<td>Economic Environment for Business (2)</td>
</tr>
</tbody>
</table>

Note that the important content of BUS 500 and BUSEC 503 will be covered in the expanded (3-credit) MNGMT 511 and BUSEC 502, respectively. Similarly, the content of BUS 589 will be covered in the new MNGMT 514.
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I. Approach and Justification for Proposed Changes

The School of Business Administration conducted its last comprehensive MBA curriculum revision in 2004. Although individual courses have been updated regularly, the curriculum as a whole has not been revised since then. In the fall of 2011, the Director of the School of Business Administration appointed the MBA Curriculum Review Committee to study the existing curriculum and provide recommendations to the faculty. The committee met regularly to review the existing curriculum as well as the curricula of part-time and full-time residential programs offered by six schools in the surrounding area, other Penn State colleges, 13 AACSB benchmarking schools whose size is similar to Penn State Harrisburg, and top-ranked business schools. The committee also sought feedback from the school’s principal stakeholders – students, alumni, faculty, employers of our graduates, and external advisors in the following ways: two expert panel discussions with the School of Business Administration Advisory Board members and senior executives drawn from representatives across central Pennsylvania industries; a focus group of alumni; three surveys of current students and faculty; and multiple one-on-one interviews with various stakeholders. In addition, the committee analyzed results of multiple years of data from the Education Benchmarking Initiative (EBI) for part-time MBA programs, reviewed the 2013 AACSB accreditation standards, and examined the literature on MBA curricula and key competencies required for successful managers.

Overall, the committee found that although the existing curriculum would satisfy the newly adopted learning goals of AACSB, it would not prepare students adequately for the changing business environment. It lacks certain elements to fully address newly developing issues. Further, its two-credit course structure has recently presented problems to students as well as faculty, and its entry requirements pose unnecessary hurdles for outstanding candidates to apply. Below are the specific findings and proposed changes.

a. Two-credit courses

Although students like two-credit courses because of the condensed time frame, they recognize the many drawbacks from these courses as well. Students transferring from other MBA programs – including Behrend and Great Valley – face problems in matching up credits and content coverage. They either receive one fewer credit for a transferred course or repeat part of the content of the transferred course. Similarly, Penn State Harrisburg students transferring to another program face similar problems. This is because other MBA programs mainly offer three-credit courses. The issue of transferability has been exacerbated in recent years due to more frequent job relocation of employees. Two-credit courses also reduce the ability for students from other programs to take these courses (i.e., because of unequal numbers of credits), and they eliminate the possibility of co-listing the courses with three-credit courses from other graduate programs.

Given a seven-week, once-a-week meeting schedule, two-credit courses impose time constraints on teaching and learning. Faculty have to rush to complete even basic requirements, and students have little time to digest information. In fact, both faculty and students suggest adding a credit to quantitative courses like ACCT 540 (Accounting for Managerial Decisions) and BUS 505 (Data Analysis for Business Decisions). In addition, two-credit courses place constraints on faculty and classroom resources. Faculty members need to commit to teaching 18 credits per academic year and have little flexibility to take on other assignments. Classrooms and computer rooms scheduled for two-credit courses could be left empty for half the semester because two-credit courses cannot be matched with other general courses.
Given that the negative effects significantly outweigh the positive effects, the committee has proposed to expand the two-credit courses into three-credit courses. Three-credit courses will address not only the negative issues noted above, but will also resolve the issue of overlapping content between undergraduate and graduate courses.

b. Overlapping content

From one of the student surveys and the alumni focus group, both students and alumni noted that portions of content in some of the courses overlap with the content of undergraduate courses. This is not surprising given that the number of MBA students with business undergraduate degrees has risen significantly over the past ten years. In 2004, the percentage of MBA students with an undergraduate business degree was about 50%, but had increased to about 70% in 2013. Further, as mentioned earlier, two-credit courses do not provide adequate time to discuss advanced theories and applications or incorporate complex assignments. The committee has examined the content of all of the foundation and prescribed courses and reorganized the courses to minimize the overlap. Of the proposed three-credit courses, the additional credit will emphasize advanced theories and applications. In addition, a new advanced finance course, FINAN 530 (Corporate Finance II), is added as an option for students who already have the appropriate financial preparation and background.

c. Skills

The expert panels as well as faculty and student surveys indicated critical thinking -- having the ability to challenge convention, to be able to identify sources of problems, and to understand the potential for unintended consequences -- as a key success factor for students to potentially move to higher management. While critical thinking skills have already been one of the learning goals in the existing curriculum, adding one credit to the existing courses will allow faculty to assign more complex cases and comprehensive projects that further enhance critical thinking skills.

The expert panels also indicated that the existing curriculum lacks emphasis on understanding laws and regulations and the ability to gain data insights, both of which are critical skills in business. The revised curriculum will address both skills. Laws and role of regulations will be the content covered in an additional credit for BUS 515 (re-titled to Business Ethics, Governance and Law), and a new course, Business Analytics and Decision Modeling (BUS 510), will be added to the prescribed requirements to enhance data analytic skills.

d. Electives

In both student surveys, students confirmed their interest in taking specialized topics and focusing their electives in a particular field. They reasoned that the focus on electives not only satisfies their interests, but also makes them more marketable in a field in which they want to work. Accounting, Business Analytics, Finance, Information Systems, and Supply Chain Management are ranked among the top five areas that students want to pursue. In response to student interest, the revised curriculum will offer the following areas of focus: Accounting, Business Analytics, Finance, Information Systems and Supply Chain Management.

The revised curriculum will also offer Strategic Leadership and Innovation as another area of focus. This area will combine electives from human resources, marketing strategy and leadership to further enhance leadership and management skills, which is one of the goals for the MBA program at Penn State Harrisburg. The electives for the Strategic Leadership and Innovation focus will include two new electives: BUS 580 (Sustainable Business Theory Functions &
Strategy) and MNGMT 514 (Organizational Innovation and New Venture Development), which have been identified as two emerging issues in business. BUS 580 has been offered as a Special Topics course twice before. MNGMT 514 has been revised from an existing two-credit course into a three-credit course to add focus on innovation.

e. Entry and foundation requirements

The entry requirements of the existing curriculum are rigid when compared to the requirements of other programs, including all other Penn State MBA programs and the majority of Big 10 MBA programs. The current Penn State Harrisburg MBA program requires candidates to complete both calculus and statistics in addition to being proficient in computer and communication, while many other programs require only basic mathematics. The rigid requirements dissuade many outstanding candidates, professionals whose undergraduate major is not business or engineering, or those who have worked in the field for a significant period of time. Further, no MBA program requires candidates to complete statistics prior to joining the program; the majority of MBA programs require their students to take statistics as part of the foundation courses.

To be in line with the entry and foundation requirements of other MBA programs, calculus and statistics will no longer be part of the entry to program requirements. The calculus entry requirement will be replaced by a college-level mathematics course. Candidates who have not taken a statistics course will be required to take BUS 505 (Data Analysis for Business Decisions) as part of the foundation credits.
II. Comparison of Current and Proposed Program

a. Entry to program requirements

<table>
<thead>
<tr>
<th>Current Program</th>
<th>Proposed Program</th>
</tr>
</thead>
<tbody>
<tr>
<td>Analytical skills requirement</td>
<td>Analytical skills requirement</td>
</tr>
<tr>
<td>• Calculus</td>
<td>• A college-level mathematics course</td>
</tr>
<tr>
<td>• Statistics</td>
<td>• Move from an entry requirement to a foundation requirement (BUS 505)</td>
</tr>
</tbody>
</table>

| Computer skills requirement | [No change] |
| Communication skills requirement | [No change] |

b. Foundation courses

<table>
<thead>
<tr>
<th>Current Program</th>
<th>Credits</th>
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</tr>
</thead>
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<tr>
<td>ACCT 501 Financial Statement Analysis</td>
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<td>[No change]</td>
<td>3</td>
</tr>
<tr>
<td>BUS 500 Negotiation, Communication and Teamwork</td>
<td>2</td>
<td>[Removed]</td>
<td>-</td>
</tr>
<tr>
<td>BUS 505 Data Analysis for Business Decisions</td>
<td>2</td>
<td>BUS 505 Data Analysis for Business Decisions</td>
<td>3</td>
</tr>
<tr>
<td>BUSEC 502 Prices, Markets and Competitive Strategy</td>
<td>2</td>
<td>BUSEC 502 Economics for Managers</td>
<td>3</td>
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<tr>
<td>BUSEC 503 Economic Environment for Business</td>
<td>2</td>
<td>[Removed]</td>
<td>-</td>
</tr>
<tr>
<td>MNGMT 511 Organizational Behavior</td>
<td>2</td>
<td>MNGMT 511 Organizational Behavior</td>
<td>3</td>
</tr>
<tr>
<td>MNGMT 522 Operations Management or MNGMT 523 Service Operations Management</td>
<td>3</td>
<td>[No change]</td>
<td>3</td>
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<tr>
<td>MRKT 513 Marketing Management: Structures and Processes</td>
<td>2</td>
<td>MRKT 513 Marketing Management</td>
<td>3</td>
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<td><strong>Total credit hours</strong></td>
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<td><strong>18</strong></td>
<td><strong>18</strong></td>
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c. Prescribed courses and electives

<table>
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<th>Current Program</th>
<th>Credits</th>
<th>Proposed Program</th>
<th>Credits</th>
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<tr>
<td>ACCT 540 Accounting for Managerial Decisions</td>
<td>2</td>
<td>ACCT 540 Accounting for Managerial Decisions</td>
<td>3</td>
</tr>
<tr>
<td>BUS 515 Business Ethics and Corporate Governance</td>
<td>2</td>
<td>BUS 515 Business Ethics, Governance and Law</td>
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</tr>
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<td>BUS 588 Strategic Management</td>
<td>2</td>
<td>BUS 588 Strategic Management</td>
<td>3</td>
</tr>
<tr>
<td>BUS 589 Strategic Venture Planning and Innovation</td>
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<td>[Removed]</td>
<td>-</td>
</tr>
<tr>
<td>FINAN 521 Corporate Finance</td>
<td>3</td>
<td>FINAN 521 Corporate Finance or FINAN 530 Corporate</td>
<td>3</td>
</tr>
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</table>
d. Areas of focus (“tracks”)

<table>
<thead>
<tr>
<th>Current Program</th>
<th>Proposed Program</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of tracks</td>
<td>5</td>
</tr>
<tr>
<td>Names of tracks</td>
<td>• Accounting</td>
</tr>
<tr>
<td></td>
<td>• e-Business</td>
</tr>
<tr>
<td></td>
<td>• Financial Analysis</td>
</tr>
<tr>
<td></td>
<td>• General Business</td>
</tr>
<tr>
<td></td>
<td>• Human Resources Management</td>
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</tr>
</tbody>
</table>

e. New electives

Two new electives will be offered with the proposed program. They are BUS 580 (Sustainable Business Theory Functions & Strategy) and MNGMT 514 (Organizational Innovation and New Venture Development), both of which are three credits. MNGMT 514 will be a revised version of the current two-credit MNGMT 514; the new version will focus on innovation. BUS 580 covers sustainability and will be given a permanent course number now that the course has been offered twice as a Special Topics course. These two topics are challenging issues in business that require in-depth examination.

f. Relationship of the revised curriculum to accreditation assurance of learning goals

The revised curriculum meets the newly adopted learning goals of the Association to Advance Collegiate School of Business (AACSB), adopted on April 8, 2013. The relationship between the AACSB learning goals and the proposed and current curricula is illustrated below:

<table>
<thead>
<tr>
<th>Specific Knowledge and Skill Areas</th>
<th>Proposed Curriculum</th>
<th>Current Curriculum</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Skill Areas</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Written and oral communication*</td>
<td>BUS 515; BUS 588;</td>
<td>BUS 500; BUS 588;</td>
</tr>
<tr>
<td></td>
<td>INFSY 540; MRKT 514</td>
<td>INFSY 540; MRKT 514</td>
</tr>
<tr>
<td>Area</td>
<td>Course Code and Course Numbers</td>
<td></td>
</tr>
<tr>
<td>---------------------------------------------------------------------</td>
<td>-------------------------------</td>
<td></td>
</tr>
<tr>
<td>Information technology</td>
<td>INFSY 540, INFSY 540</td>
<td></td>
</tr>
<tr>
<td>Interpersonal relations and teamwork</td>
<td>MNGMT 511, BUS 500</td>
<td></td>
</tr>
<tr>
<td>Diverse and multicultural work environments</td>
<td>MNGMT 511, MNGMT 511</td>
<td></td>
</tr>
<tr>
<td>Reflective thinking</td>
<td>BUS 588, BUS 588</td>
<td></td>
</tr>
<tr>
<td>Application of knowledge</td>
<td>BUS 588, BUS 588</td>
<td></td>
</tr>
</tbody>
</table>

**General Business and Management Knowledge Areas**

<table>
<thead>
<tr>
<th>Area</th>
<th>Course Code and Course Numbers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economic, political, regulatory, legal, technological, and social contexts of organizations in a global society</td>
<td>BUS 515; BUSEC 502; BUS 515; BUSEC 502</td>
</tr>
<tr>
<td>Social responsibility, including sustainability, and ethical behavior and approaches to management</td>
<td>BUS 515</td>
</tr>
<tr>
<td>Financial theories, analysis, reporting and markets</td>
<td>ACCT 501; ACCT 540; FINAN 521; FINAN 530</td>
</tr>
<tr>
<td>Systems and processes in organizations, including planning and design production/operations, supply chains, marketing, and distribution</td>
<td>MNGMT 522; MNGMT 523; MRKT 513; MRKT 514</td>
</tr>
<tr>
<td>Group and individual behaviors in organizations and society</td>
<td>MNGMT 511; MNGMT 511; MRKT 514</td>
</tr>
<tr>
<td>Information technology and statistics/quantitative methods impacts on business practices to include data creation, data sharing, data analytics, data mining, data reporting, and storage between and across organizations including related ethical issues</td>
<td>BUS 505; BUS 510; INFSY 540; BUS 505; INFSY 540</td>
</tr>
<tr>
<td>Other specified areas of study related to concentrations, majors, or emphasis areas</td>
<td>Electives, Electives</td>
</tr>
</tbody>
</table>

**General Business Master’s Degree Program**

<table>
<thead>
<tr>
<th>Area</th>
<th>Course Code and Course Numbers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leading in organizational situations</td>
<td>MNGMT 511; BUS 588</td>
</tr>
<tr>
<td>Managing in a global context</td>
<td>BUS 588; MRKT 514; BUS 589; MRKT 514</td>
</tr>
<tr>
<td>Thinking creatively</td>
<td>BUS 588; MRKT 514; BUS 589; MRKT 514</td>
</tr>
<tr>
<td>Making sound decisions and exercising good judgment under uncertainty</td>
<td>BUS 588; FINAN 521; BUS 588; FINAN 521</td>
</tr>
<tr>
<td>Integrating knowledge across fields</td>
<td>BUS 588; BUS 589</td>
</tr>
</tbody>
</table>

*Also, in the entry requirement*
III. Expected Impacts of Applications and Enrollments and Effects on Existing Programs

The proposed program is expected to have a positive impact on applications and enrollments. It provides ease of transferability and is responsive to the changing needs of students and their employers. Its entry requirements are also in line with the requirements of other MBA programs.

Within a 30-mile radius of Penn State Harrisburg, there are seven residential MBA programs, including Penn State Harrisburg. All programs target the same group of students -- working professionals who are pursuing their degree on a part-time basis. In addition to program quality, prospective students often cite ease of transferability and entry requirements as deciding factors during recruiting meetings. Working professionals use these factors when choosing an MBA program because they expect to be relocated by their employers. Similarly, students who have already started their MBA degree at another institution and relocate to the Harrisburg area look for an MBA program that has similar entry requirements to their current program and that will accept their transfer credits.

The competitive environment in which Penn State Harrisburg’s MBA program operates requires the program to be responsive to the changing needs of students and their employers. Industry experts have identified the ability to synthesize massive data as one of the top urgently needed skills for business students. The new curriculum will enhance such skills for students. In fact, Penn State Harrisburg will be the only residential program in south-central Pennsylvania that builds such skills for students. Further, information from student surveys and the focus groups shows strong interest to cluster electives in Accounting, Business Analytics, Finance, Information Systems and Supply Chain Management. Penn State Harrisburg will be the only residential program in south-central Pennsylvania that offers concentrations in Business Analytics, and the only AACSB-accredited residential program that offers concentrations in Accounting, Business Analytics, Finance, and Strategic Leadership and Innovation.

There will be little impact on existing programs -- including the concurrent PhD/MBA, joint JD/MBA degree programs. The total number of credit hours required remains the same. The content of both current and proposed curricula overlap substantially. Current students could take courses in the new program and still satisfy the current program requirements. In addition, the number of elective credits in the current program is higher. This provides flexibility for current students to take courses in the new program and use the courses to fulfill their elective credits. There will be only three courses being phased out from the current program. The three courses will be retained for three years or until they are no longer required to complete a student’s graduation requirement.

The impact on the Master of Engineering Management (MEM) at Great Valley and the Master of Professional Studies in Engineering Management (MPSEM) at Harrisburg will be minimal as well. The current MEM program at Great Valley requires six credits of BUS 500 (2 credits), MNGMT 511 (2 credits) and MNGMT 514 (2 credits) offered by Harrisburg faculty. With the proposed curriculum, the three two-credit courses will be combined into two three-credit courses: a revised MNGMT 511 (3 credits) that subsumes much of the content from BUS 500 and an expanded MNGMT 514 (3 credits). The number of credits still remains the same at six. For the current MPSEM program at Harrisburg, students are required to complete 16 credits of MBA courses: ACCT 501 (3 credits), BUS 500 (2 credits), BUS 588 (2 credits), BUS 589 (2 credits), FINAN 521 (3 credits), MNGMT 511 (2 credits) and MRKT 513 (2 credits). With the proposed curriculum, MPSEM will be required to complete 15 credits of MBA courses: ACCT 501 (3 credits), BUS 588 (3 credits), FINAN 521 (3 credits), MNGMT 511 (3 credits) and MRKT 513 (3 credits). This will reduce the number of total credits required for the MPEM program from 34 to 33.
### IV. Calendar of Study

#### a. Typical Full-Time Course Sequence

**Foundation courses**

<table>
<thead>
<tr>
<th>Fall I</th>
<th>Spring I</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACCT 501 (3)</td>
<td>MNGMT 522 or 523 (3)</td>
</tr>
<tr>
<td>MNGMT 511 (3)</td>
<td>MRKT 513 (3)</td>
</tr>
<tr>
<td>BUS 505 (3)</td>
<td></td>
</tr>
<tr>
<td>BUSEC 502 (3)</td>
<td></td>
</tr>
</tbody>
</table>

**Prescribed courses**

<table>
<thead>
<tr>
<th>Spring I</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACCT 540 (3)</td>
</tr>
<tr>
<td>INFSY 540 (3)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Fall II</th>
<th>Spring II</th>
</tr>
</thead>
<tbody>
<tr>
<td>BUS 510 (3)</td>
<td>BUS 515 (3)</td>
</tr>
<tr>
<td>FINAN 521 or 530 (3)</td>
<td>BUS 588 (3)</td>
</tr>
<tr>
<td>MRKT 514 (3)</td>
<td>Elective (3)</td>
</tr>
<tr>
<td>Elective (3)</td>
<td>Elective (3)</td>
</tr>
</tbody>
</table>

#### b. Typical Part-Time Course Sequence

**Foundation courses**

<table>
<thead>
<tr>
<th>Fall I</th>
<th>Spring I</th>
<th>Summer I</th>
</tr>
</thead>
<tbody>
<tr>
<td>BUS 505 (3)</td>
<td>BUSEC 502 (3)</td>
<td>MRKT 513 (3)</td>
</tr>
<tr>
<td>MNGMT 511 (3)</td>
<td>ACCT 501 (3)</td>
<td>MNGMT 522 or 523 (3)</td>
</tr>
</tbody>
</table>

**Prescribed courses**

<table>
<thead>
<tr>
<th>Fall II</th>
<th>Spring II</th>
<th>Summer II</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACCT 540 (3)</td>
<td>BUS 515 (3)</td>
<td>FINAN 521 or 530 (3)</td>
</tr>
<tr>
<td>BUS 510 (3)</td>
<td>MRKT 514 (3)</td>
<td>INFSY 540 (3)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Fall III</th>
<th>Spring III</th>
</tr>
</thead>
<tbody>
<tr>
<td>Elective (3)</td>
<td>BUS 588 (3)</td>
</tr>
<tr>
<td>Elective (3)</td>
<td>Elective (3)</td>
</tr>
</tbody>
</table>
V. Current Graduate Bulletin

Business Administration (BADMN)

Program Home Page

Oranee Tawatnuntachai, Director
Penn State Harrisburg, School of Business Administration
777 W. Harrisburg Pike
E-355 Olmsted Building
Middletown, PA 17057-4898
717-948-6151, mbahbg@psu.edu

Degree Conferred:

M.B.A.

The Graduate Faculty

The Program

Students served by the M.B.A. program are, primarily, nontraditional and reside in south-central Pennsylvania. With the exception of a small percentage of students who are full-time, they are employees of area businesses, state and local governments, and not-for-profit organizations, who study on a part-time basis. In order to accommodate both full- and part-time students, courses are offered primarily in the late afternoon and evening--with occasional offerings on weekends.

The program is intended not only to satisfy current individual needs for professional growth, but also to foster lifelong learning. As an outcome of the program, students may expect to gain participative strengths, problem solving and critical thinking skills, technical expertise, and desirable attitudes and values, particularly ethical values needed in the conduct of business.

To strengthen the educational experience, the Program places high priority on teaching and currency of curriculum, with an emphasis on oral and written communication, research, and cross-functional integration of concepts.

Locations

The degree is offered in its entirety on the Penn State Harrisburg campus located in Middletown, PA. In addition some graduate business courses are offered each semester at the extension center in Lancaster on the campus of the centrally located Franklin and Marshall College. The offerings at Lancaster are limited and potential students will be required to take courses at the Middletown campus in order to complete the degree. Students should contact the program office for information on specific semester course offerings.

Admission Requirements
Applicants must hold either (1) a baccalaureate degree from a regionally accredited U.S. institution or (2) a tertiary (postsecondary) degree that is deemed comparable to a four-year bachelor's degree from a regionally accredited U.S. institution. This degree must be from an officially recognized degree-granting institution in the country in which it operates. Decisions are based primarily on undergraduate junior/senior grade-point average and scores from either the Graduate Management Admission Test (GMAT) or Graduate Record Examination (GRE).

(Please visit www.mba.com/ (Opens New Window) for more information about the GMAT) or www.ets.org/gre for information about the GRE). Postbaccalaureate course work, professional experience, and the statements provided in the application are also taken into account.

Students are also required to submit:

--a completed online application form with application fee
--two copies of official transcripts from all colleges or universities attended
--GMAT or GRE test scores (the test must have been taken within the past five years)
--two letters of recommendation

For complete admission information, on-line application, and the latest updates on admission requirements and procedures, please consult the College Web page at www.hbg.psu.edu/ (Opens New Window).

**International Students**

The language of instruction at Penn State is English. All international applicants must take and submit scores from the TOEFL (Test of English as a Foreign Language) or the IELTS (International English Language Testing System), with the exceptions noted below. The minimum acceptable score for the TOEFL is 550 for the paper-based test, or a total score of 80 with a 19 on the speaking section for the Internet-based test (iBT). Applicants with iBT speaking scores between 15 and 18 may be considered for provisional admission, which requires completion of specified remedial English courses ESL 114G (American Oral English for Academic Purposes) and/or ESL 116G (ESL/Composition for Academic Disciplines) and attainment of a grade of B or higher. The minimum acceptable composite score for the IELTS is 6.5.

International applicants are exempt from the TOEFL/IELTS requirement who have received a baccalaureate or a graduate degree from a college/university/institution in any of the following: Australia, Belize, British Caribbean and British West Indies, Canada (except Quebec), England, Guyana, Republic of Ireland, Liberia, New Zealand, Northern Ireland, Scotland, the United States, and Wales.

**Application Dates**

Candidates may enter the program at the beginning of the fall or spring semester, or the summer session. To allow time for applications to be processed, all information, including the GMAT or GRE score, should be received by the admissions office no later than July 18 for admission to the fall semester, November 18 for the spring semester, and April 18 for admission to the summer session.
Applicants from outside the United States must follow the early-admission dates in order to allow the necessary clearances and paperwork to be processed in time. International application deadline dates are:

- Fall Semester--May 31
- Spring Semester--September 30
- Summer Session--February 28

**Preparation for the Program**

*Analytic Skills Requirement:* Students must demonstrate competence in analytic skills. This requirement can be satisfied in one of two ways: (1) by satisfactory completion of college-level courses in calculus and statistics such as QUANT 310 or MATH 110, plus STAT 200; or (2) by successful completion of proficiency examinations in calculus and statistics approved by the M.B.A. Program. This requirement must be satisfied by the first semester or summer session of the student’s matriculation, and completed with a grade of C or higher.

*Computer Skills Requirement:* Students are required to demonstrate proficiency in the use of microcomputer applications. This requirement can be satisfied through of a college-level microcomputer applications course within the past five years with a grade of a B or higher, or by documented, significant, computer-related work experience. If this requirement has not been met prior to admission, a college-level microcomputer course such as MIS 103 or COMPSC 203 is required. Course work must be completed by the first semester or summer session of the student's matriculation with a grade of B or higher.

*Communications Skills Requirement:* Successful completion of the M.B.A. Program requires the ability to think clearly, and to write and speak persuasively. Part of this requirement can be satisfied by achieving a score of "4" or higher on the Graduate Management Admission Test (GMAT) Analytical Writing Assessment. If this score is not achieved, students must satisfy this requirement through additional course work in writing skills such as ENGL 202D or other work developed in consultation with the M.B.A. Program. This requirement must be satisfied by the first semester or summer session of the student's matriculation. All courses taken must be completed with a grade of B or higher. The speech component of this requirement is satisfied through individual and group presentations in BUS 500 and other courses in the M.B.A. Program.

**Foundation Courses:**
The MBA Program is grounded in the academic disciplines of accounting, finance, economics, marketing, management, and information sciences, among others, in order to provide students with the conceptual foundation required for competent pursuit of more advanced studies in business administration as well as the ethical and legal management of profit and non-profit organizations. This background can be provided by course work taken at the graduate level or as part of a baccalaureate degree from a regionally accredited U.S. institution or a tertiary (post-secondary) degree that is deemed comparable to a four-year bachelor's degree from a regionally accredited U.S. institution. This degree must be from an officially recognized degree-granting institution in the country in which it operates. All courses must have been completed with a grade of B or higher, within seven years prior to admission to the M.B.A. Program. Course work not meeting the tests of relevancy, quality, or currency must be taken at the graduate level prior to starting the 30-credit M.B.A. Program. Time limits may be waived by the M.B.A. Program on the basis of post-graduation training or current and relevant work experience. Courses available at Penn State Harrisburg that provide the necessary
Degree Requirements

The M.B.A. degree requires 30 credits of course work at the graduate level (500-level or higher). These credits are distributed over two clusters of courses: Prescribed Courses and Elective Courses/Tracks.

Prescribed Courses: 18 credits, aimed at developing general competence for overall management. ACCT 540, BUS 515, BUS 588, BUS 589, FINAN 521, INFSY 540, MNGMT 514, MKTG 514.

Elective Courses/Tracks: 12 credits. Students may elect courses in clusters of “Tracks” organized around a common theme designed to be integrative and cohesive. The Tracks provide competencies and skill sets for decision making in five areas: (1) the E-business Track is intended to provide competencies enabling managers to develop and implement a global marketing strategy using Internet-based technology; (2) the Human Resource Management Track is intended to provide competencies enabling managers to organize and operate high performing work organizations that are both efficient and human; (3) the Financial Analysis Track provides competencies needed to control competitive performance, and to develop improvement and innovation in all parts of the organization; (4) the Accounting Track is designed to offer those additional courses for students having prior academic preparation in accounting to enable them to take the Certified Public Accountant examination; and (5) the General Business Track is provided for students who wish to develop a broad generalist program, or who have a particular personal or professional goals not met by one of the other tracks.

Tracks:

E-business: The objective of this Track is to examine and apply concepts, models, and techniques from the fields of business and information technology for value chain management and support of the domestic and global strategy of the business enterprise. Internet technologies that enable opportunities in marketing, sales, research and development, promotion, procurement, inventory control, manufacturing, supply chain management, order status checking, and payment systems are examined.

Required Courses (6 credits):

INFSY 543 Foundations of E-business (3)
MRKT 586 Internet Marketing (3)

Electives (6 credits):
Select 6 credits from INFSY 544(3); MRKT 587(3); or, in consultation with an adviser, from courses in such areas as supply chain management; research and development; promotion; inventory control; procurement; international finance; and international management to meet the objectives of the Track.

Human Resource Management: The objective of this Track is to examine and apply models and techniques from human resources management, labor relations, and behavioral science for the planning and organization of work and work systems to promote cooperation and collaboration, individual and group initiative, innovation, motivation, and flexibility. Also examined are techniques and mechanisms used to develop and maintain a work environment and work climate supportive of
performance excellence, full participation, employee well-being and satisfaction, and personal and organizational learning and growth.

**Required Courses (9 credits):**

- MNGMT 505 Managing Human Resources (3)
- MNGMT 515 Labor Management Relations (3)
- MNGMT 545 Employment Law for Business (3)

**Electives (3 credits):**
Select 3 credits from MNGMT 520 (3); MNGMT 570 (3); or, in consultation with an adviser, from courses in such areas as human resources management; labor relations; behavioral science; and international management to meet the objectives of the Track.

**Accounting:** The objective of this track is to provide the student, when combined with an undergraduate degree in accounting or sufficient additional coursework, with the stipulated number of academic credits to meet the education requirements of the Pennsylvania Institute of Certified Public Accountants for taking the C.P.A. examination. Emphasis is placed on advanced level accounting skills including auditing, financial reporting, and taxation.

In consultation with their adviser, a student shall select 12 credits from the following:

- ACCT 504 Auditing Theory and Practice (3)
- ACCT 510 Business Tax Planning: Theory and Practice (3)
- ACCT 545 Strategic Cost Management (3)
- ACCT 572 Financial Reporting I (3)
- ACCT 573 Financial Reporting II (3)

**Financial Analysis:** The objective of this Track is to examine and apply models and techniques from finance and accounting for the planning, analysis, control, and improvement of competitive performance, organizational health, ethical business practices, performance capabilities, and progress toward key business results, strategic objectives, and changing organizational goals. Particular emphasis is placed on approaches for translating those analyses into priorities for improvement and opportunities for innovation at all levels, and in all parts of the organization.

**Required Courses (6 credits):**

- FINAN 531 Managing Financial Operations (3)
- ACCT 561 Financial Statement Analysis II (3)

**Electives (6 credits):**
Select 6 graduate credits in Accounting and/or Finance, in consultation with an adviser, to meet the objectives of the Track.
General Business: The objective of this Track is to allow students to select graduate courses that meet their personal and professional goals.

Select 12 credits:
Select 12 graduate credits, in consultation with an adviser, to meet the objectives of the Track. With Program approval, a maximum of 6 graduate credits may be selected in courses outside of the School of Business Administration.

Transfer Credit and Course Substitutions

Transfer Credits: Up to 10 transfer credits may be applied toward the degree. However, credits used to complete a previous degree may not be applied. Transfer credits must have been completed within the past five years, appear on a graduate transcript, and have been passed with a B grade or higher and been earned in an equivalent graduate-level program at a regionally accredited, college-level institution. It must be the opinion of the review faculty that these courses are equivalent in quality to those offered at Penn State Harrisburg.

Course substitutions: Some students enter the Program with advanced coursework in one or more subject areas (e.g., a degree in accounting plus a C.P.A.) making some prescribed coursework redundant. Except for BUS 588 and BUS 589, both of which must be taken at Penn State Harrisburg, students may petition or be advised by the Program to replace up to 6 credits in Prescribed Courses with an equivalent number of credits of more advanced graduate courses in the same subject area. Courses must have been completed at a regionally accredited institution within the past five years and have earned a grade of B or higher.

Grade-point Average and Time Limit

A 3.00 (out of 4.00) minimum grade-point average is required for the M.B.A. degree. All course work must be completed within six years, or seven consecutive summers of matriculation.

Financial aid

A limited number of scholarships, fellowships, and research grants are available, as well as several graduate assistantships. For more information on these, contact the School of Business Administration.

Many students work full-time and take classes part-time. In many cases, employers have a tuition-reimbursement plan paying for partial or full tuition. To find other options available to you, contact the Financial Aid Office, 717-948-6307.

Graduate Assistantships

Full-time graduate students who are interested in an assistantship should contact the graduate program coordinator. Students must be nominated for an assistantship by their program coordinator.

Students applying for an assistantship should submit scores from the Graduate Management Admissions test, or similar examinations by January 30.
Joint Degree Offering with the Penn State Dickinson School of Law

Penn State Harrisburg, the Capital College, School of Business Administration
The Penn State Dickinson School of Law

Degrees Conferred: J.D. (Dickinson)
M.B.A. (The Capital College)

Joint Degree Programs

The Dickinson School of Law and the School of Business Administration of Penn State Harrisburg offer cooperative programs leading to the degrees of Juris Doctor (J.D.) to be granted by the Dickinson School of Law and the Master of Business Administration (M.B.A.) to be granted by Penn State Harrisburg, The Capital College. This joint degree opportunity facilitates the completion of both a law degree and a professional master's degree in business administration.

Admission Requirements

The joint programs require that the student first be admitted to The Dickinson School of Law. Subsequently, the student is recommended for and applies for admission to the Graduate School for the Penn State Harrisburg M.B.A. Program.

The following are required for applicants:

*The Dickinson School of Law*: Completed Law School application; Law School Admission Test (LSAT) score; Law School Data Assembly Service (LSDAS) report; one page personal statement; employment record since high school; two letters of recommendation.

*M.B.A. Program*: Completed Graduate School application; Graduate Management Admission Test (GMAT) or Graduate Record Examination (GRE); letter of recommendation from the Associate Dean of the Dickinson School of Law; evidence of proficiency in analytic skills through college-level calculus and statistics demonstrated either by completion of courses or successful completion of proficiency examinations approved by the M.B.A. Program; evidence of proficiency in microcomputer applications skills; proficiency in writing evidenced by a score of "4" or higher on the Analytical Writing Assessment portion of the GMAT or GRE; evidence of proficiency in the academic disciplines of accounting, finance, economics, marketing, management and information sciences equivalent to that provided by completion of an integrated four-year business program, or completion of additional course work at the graduate level. Each course must have been completed with a grade of B or higher within seven years prior to admission to the M.B.A. program. The School of Business Administration will review the applicant's transcripts for acceptability of the courses.

No courses from the M.B.A. program may count toward the J.D. program until the student is matriculated at The Dickinson School of Law. However, graduate-level courses taken in the M.B.A. program at Penn State Harrisburg, or at another regionally accredited graduate-level institution may be applied to the M.B.A. in accordance with the transfer policies of Graduate Council.

Transfer of Credits

Nine credits of course work at The Dickinson School of Law may be transferred toward the M.B.A. degree, subject to Program approval. Students must obtain a grade satisfactory to the M.B.A.
program in order for the credits to be transferable. Nine credits of M.B.A. courses may be transferred for credit toward the J.D. degree at The Dickinson School of Law, subject to the approval of the School of Law.

**Advising of Students**

All students in the joint degree program have two advisers, one in the School of Business Administration and one from the faculty at The Dickinson School of Law. Because the joint degree program is designed to be taken in synchrony with the objective that both degrees will be earned simultaneously, students who do not demonstrate progress toward completion of both degrees may be denied continuation in the joint degree program. Such a decision will rest jointly with the faculties of the M.B.A. program and the J.D. program.

**Tuition**

The Dickinson School of Law and Penn State Harrisburg will each charge their own tuition to students in the joint degree program.

**Additional Information**

For more information and the latest updates on the joint degree program, call the Law school at 717-240-5207 or 800-840-1122, or visit the Law School and Penn State Harrisburg web sites at:

- Law.psu.edu/
- www.hbg.psu.edu/

**Concurrent Degree Offering with the Penn State College of Medicine Biomedical Sciences Graduate Program**

Penn State Harrisburg, The Capital College, School of Business Administration
Penn State College of Medicine, Biomedical Sciences Graduate Program

Degrees Conferred:
Ph.D. (College of Medicine)
M.B.A. (The Capital College)

**Concurrent Degree Programs**

The Penn State College of Medicine, Biomedical Sciences program, and the School of Business Administration of Penn State Harrisburg, The Capital College offer cooperative programs leading to the degrees of doctor of philosophy (Ph.D.) in Biomedical Sciences to be granted by the College of Medicine, and the Master of Business Administration (M.B.A.) in Business Administration to be granted by the Capital College. This concurrent degree opportunity facilitates the completion of both a doctorate in biomedical sciences and a professional master's degree in business administration. The program is designed primarily for students interested in pursuing a career involving high-quality independent research and positions of management responsibility within the biomedical sciences community.
Admission Requirements:
The concurrent programs require that the student first be admitted to the Biomedical Sciences Graduate Program. Subsequently, the student is recommended for and applies for admission to the Graduate School for the Penn State Harrisburg M.B.A. program.

The following are required for applicants:

**Biomedical Sciences Graduate Program:** Completed application; Graduate Record Examination (GRE) score; a bachelor's degree reflecting a reasonable background in zoology or biology, mathematics and chemistry; a minimum junior/senior grade point average of 3.00 and with appropriate course backgrounds; two letters of recommendation; a curriculum vitae; a description of career goals. Reading knowledge of one or two foreign languages is recommended.

**M.B.A. Program:** Completed Graduate School application; Graduate Management Admission test (GMAT) or Graduate Record Examination (GRE) score; letter of recommendation from the department chair of the Biomedical Sciences Program; evidence of proficiency in analytic skills through college-level calculus and statistics demonstrated either by completion of course or successful completion of a mathematics proficiency examination approved by the program; evidence of proficiency in microcomputer applications skills; proficiency in writing evidenced by a score of "4" or higher on the Writing Assessment portion of the GMAT or GRE; evidence of proficiency in the academic disciplines of accounting, finance, economics, marketing, management and information sciences equivalent to that provided by completion of an integrated four-year business program, or completion of additional course work at the graduate level. Each course must have been completed with a grade of B or higher within seven years prior to admission to the M.B.A. program. The School of Business Administration will review the applicant's transcripts for acceptability of the courses.

No courses from the M.B.A. program may count toward the Ph.D. until the student is admitted to the Biomedical Sciences program at Penn State Harrisburg, or at another graduate-level institution, may be applied to the M.B.A. in accordance with the transfer policies of Graduate Council.

**Transfer of Credits**

Nine credits of course work in biomedical sciences may be transferred toward the M.B.A., subject to program approval. Students must obtain a grade satisfactory to the M.B.A. program in order for the credits to be transferable. Nine credits of M.B.A. coursework may be transferred for credit toward the Ph.D. degree, subject to the approval of the Biomedical Sciences Graduate Program.

**Advising of Students**

All students in the concurrent program have two advisers, one in the School of Business Administration, and one from the faculty in the Biomedical Sciences Graduate Program. Because the concurrent program is designed to be taken in synchrony with the objective that both degrees will be earned simultaneously, students who do not demonstrate progress toward completion of both degrees may be denied continuation in the concurrent program. Such a decision will rest jointly with the faculties of the M.B.A. and the Biomedical Sciences Ph.D. programs.

**The Course Matrix**
For more information and the latest updates on the concurrent programs, call the Biomedical Sciences Graduate Program at 717-531-1045 or visit the websites at:
www.http://med.psu.edu/web/biomedical-sciences/home
www.hbg.psu.edu/programs/master-business-administration(Opens New Window)

ACCOUNTING (ACCT) course list
BUSINESS (BUS) course list
FINANCIAL ANALYSIS (FINAN) course list
INFORMATION SYSTEMS (INFSY) course list
MANAGEMENT (MNGMT) course list
MARKETING (MRKT) course list

Last Revised by the Department: Fall Semester 2013
Review Date: 11/19/2013
Editorial changes completed: 3/4/2013
Faculty linked: 8/14/14

Current Bulletin at
bulletins.psu.edu/graduate/degreerequirements/masters5

Penn State Harrisburg--The goals of the Harrisburg MBA program are to provide graduates with a foundation for personal and professional growth and lifelong learning; a firm grounding in the academic disciplines underlying the field of business; participative strengths; and decision making, problem solving, and critical thinking skills. Major emphasis is placed on the social, legal, and ethical context of business—particularly ethical values needed in the conduct of business. Program faculty place high value on teaching and currency of curriculum, an emphasis on oral and written communication, collaborative learning, and cross-functional integregration of concepts. The students served by the MBA program are, primarily, employees of area business, government, and not-for-profit organizations who reside within the Capital Region and study on a part-time basis. However, either full- or part-time study is possible. The M.B.A. is also offered as a concurrent MBA/Ph.D. program with the College of Medicine at the Penn State Milton S. Hershey Medical Center Department of Pharmacology, and concurrent MBA/J.D. degree program with The Dickinson School of Law.

The M.B.A. requires a minimum of 30 graduate credits, and is offered at the college's Middletown campus and in Lancaster, Pennsylvania. Eighteen of these credits are in prescribed areas of business, including accounting, finance, management, marketing, and information systems. An
additional 12 credits are elective, permitting students to select courses in such areas as e-business, human resource managements, financial analysis, or general business to meet their personal and professional goals. Depending on their level of preparation, some students may need to take additional course work beyond the baccalaureate to permit them to begin their advanced business studies with a common conceptual foundation and adequate understanding of the integrated nature of the business enterprise. Applications to this AACSB-accredited program must include results of the Graduate Management Admission Test and two letters of recommendation. In addition, applicants whose first language is not English or who have not received a prior degree from an institution in which the language of instruction was English must provide scores on the Test of English as a Foreign Language (TOEFL).
VI. Proposed Graduate Bulletin

[Note: Added information is in bold type. Deleted information is lined through.]

Business Administration (BADMN)

Program Home Page

Oranee Tawatnuntachai, Director
Penn State Harrisburg, School of Business Administration
777 W. Harrisburg Pike
E-355 Olmsted Building
Middletown, PA 17057-4898
717-948-6141 717-948-6140
mbahbg@psu.edu

Degree Conferred: M.B.A.

The Graduate Faculty

The Program

Students served by the M.B.A. program are, primarily, nontraditional and reside in south-central Pennsylvania. With the exception of a small percentage of students who are full-time, they are employees of area businesses, state and local governments, and not-for-profit organizations, who study on a part-time basis. In order to accommodate both full- and part-time students, courses are offered primarily in the late afternoon and evening—with occasional offerings on weekends.

The program is intended not only to satisfy current individual needs for professional growth, but also to foster lifelong learning. As an outcome of the program, students may expect to gain participative strengths, problem solving and critical thinking skills, technical expertise, and desirable attitudes and values, particularly ethical values needed in the conduct of business.

To strengthen the educational experience, the Program places high priority on teaching and currency of curriculum, with an emphasis on oral and written communication, research, and cross-functional integration of concepts.

The MBA program is intended to provide graduates with a foundation for personal and professional growth and lifelong learning; a firm grounding in the academic disciplines underlying the field of business; participative strengths; and decision making, problem solving, and critical thinking skills. Major emphasis is placed on the social, legal, and ethical context of business—particularly ethical values needed in the conduct of business. Program faculty place high value on teaching and currency of curriculum, an emphasis on oral and written communication, collaborative learning, and cross-functional integration of concepts.

Locations

The degree is offered in its entirety on the Penn State Harrisburg campus located in Middletown, PA. To provide flexibility for students, some courses are also offered online or in a hybrid format (i.e., a blend of resident instruction and online). In addition some graduate business courses are
offered each semester at the extension center in Lancaster on the campus of the centrally located Franklin and Marshall College. The offerings at Lancaster are limited and potential students will be required to take courses at the Middletown campus in order to complete the degree. Students should contact the program office for information on specific semester course offerings.

Admission Requirements

Applicants must hold either (1) a baccalaureate degree from a regionally accredited U.S. institution or (2) a tertiary (postsecondary) degree that is deemed comparable to a four-year bachelor’s degree from a regionally accredited U.S. institution. This degree must be from an officially recognized degree-granting institution in the country in which it operates. Decisions are based primarily on undergraduate junior/senior grade-point average, and scores from either the Graduate Management Admission Test (GMAT) or Graduate Record Examination (GRE).

Admission requirements listed here are in addition to requirements stated in the GENERAL INFORMATION section of the Graduate Bulletin.

For admission to the Graduate School, an applicant must hold either (1) a bachelor’s degree from a U.S. regionally accredited institution or (2) a postsecondary degree that is equivalent to a U.S. baccalaureate degree earned from an officially recognized degree-granting international institution. Decision is based on the applicant’s entire admission portfolio consisting of undergraduate degree, post baccalaureate course work, either the Graduate Management Admission Test (GMAT) or Graduate Record Examination (GRE) scores, professional experience, letters of recommendation, and statements provided in the application. An applicant with significant work experience may be admitted with a lower GMAT or GRE score while an applicant with limited work experience may be admitted with a higher GMAT or GRE score and an outstanding undergraduate background.

Standardized Test Requirement Waiver: The GMAT or GRE requirement may be waived for the following applicants:

- Graduates from business, engineering, science or related fields with a cumulative undergraduate GPA of at least 3.5 from accredited U.S. schools.
- Members of Beta Gamma Sigma, the international business honors society.
- Ph.D., J.D., M.D., or Master’s degree holders in business, engineering, science or related fields from accredited U.S. schools.

Please note that there is no GMAT waiver for applicants seeking graduate assistantships.

(Please visit [www.mba.com](http://www.mba.com/) for more information about the GMAT) or [www.ets.org/gre](http://www.ets.org/gre) for information about the GRE). Postbaccalaureate course work, professional experience, and the statements provided in the application are also taken into account.

(Please visit [www.mba.com](http://www.mba.com/) for more information about the GMAT or [www.ets.org/gre](http://www.ets.org/gre) for information about the GRE).

Students are also required to submit:

- a completed online application form with application fee
- two copies of official transcripts from all colleges or universities attended
- GMAT or GRE test scores (the test must have been taken within the past five years)
• two letters of recommendation

The candidate must apply for admission to the program via the Graduate School application for admission. The candidate is required to submit:

• a completed online application form with application fee
• a copy of official transcripts from all colleges or universities attended (official transcripts will be required after being admitted to the program)
• GMAT or GRE test scores (the test must have been taken within the past five years)
• two letters of recommendation
• Resume (optional)

For complete admission information, on-line application, and the latest updates on admission requirements and procedures, please consult the College’s Admission Web page at www.hbg.psu.edu/. harrisburg.psu.edu/admissions.

International Students

The language of instruction at Penn State is English. All international applicants must take and submit scores for the TOEFL (Test of English as a Foreign Language) or the IELTS (International English Language Testing System), with the exceptions noted below. The minimum acceptable score for the TOEFL is 550 for the paper-based test, or a total score of 80 with a 19 on the speaking section for the Internet-based test (IBT). Applicants with IBT speaking scores between 15 and 18 may be considered for provisional admission, which requires completion of specified remedial English courses ESL 114G (American Oral English for Academic Purposes) and/or ESL 116G (ESL/Composition for Academic Disciplines) and attainment of a grade of B or higher. The minimum acceptable composite score for the IELTS is 6.5.

International applicants are exempt from the TOEFL/IELTS requirement who have received a baccalaureate or a graduate degree from a college/university/institution in any of the following: Australia, Belize, British Caribbean and British West Indies, Canada (except Quebec), England, Guyana, Republic of Ireland, Liberia, New Zealand, Northern Ireland, Scotland, the United States, and Wales.

As English is the language of instruction, English proficiency test scores (TOEFL/IELTS) may be required. Please see the English Proficiency requirements listed in the Graduate Bulletin.

Application Dates

Candidates may enter the program at the beginning of the fall or spring semester, or the summer session. To allow time for applications to be processed, all information, including the GMAT or GRE score, should be received by the admissions office no later than July 18 for admission to the fall semester, November 18 for the spring semester, and April 18 for admission to the summer session, no later than:

• Fall Semester -- July 18
• Spring Semester -- November 18
• Summer Session -- April 18
Applicants from outside the United States must follow the early-admission dates in order to allow the necessary clearances and paperwork to be processed in time. International application deadline dates are:

- Fall Semester -- May 31
- Spring Semester -- September 30
- Summer Session -- February 28
- Fall Semester -- May 31
- Spring Semester -- September 30
- Summer Session -- February 28

To be considered for a graduate assistantship, applicants must submit a complete application by March 1. Students on graduate assistantships must adhere to the course load policy listed in the Bulletin.

Preparation for the Program

Analytic Skills Requirement: Students must demonstrate competence in analytic skills. This requirement can be satisfied in one of two ways: (1) by satisfactory completion of college-level courses in calculus and statistics such as QUANT 310 or MATH 110, plus STAT 200 a college-level mathematics course; or (2) by successful completion of proficiency examinations in calculus and statistics mathematics approved by the M.B.A. Program. This requirement must be satisfied by the first semester or summer session of the student's matriculation, and completed with a grade of C or higher.

Computer Skills Requirement: Students are required to demonstrate proficiency in the use of microcomputer applications. This requirement can be satisfied through of a college-level microcomputer applications course within the past five years with a grade of a B or higher, or by documented, significant, computer-related work experience. If this requirement has not been met prior to admission, a college-level microcomputer course such as MIS 103 MIS 204 or CMPSC CMPSC 203 is required. Course work must be completed by the first semester or summer session of the student's matriculation with a grade of B or higher.

Communications Skills Requirement: Successful completion of the M.B.A. Program requires the ability to think clearly, and to write and speak persuasively. Part of this requirement can be satisfied by achieving a score of "4" or higher on the Graduate Management Admission Test (GMAT) or the Graduate Record Examination (GRE) Analytical Writing Assessment. If this score is not achieved, students must satisfy this requirement through additional course work in writing skills such as ENGL 202D or other work developed in consultation with the M.B.A. Program. This requirement must be satisfied by the first semester or summer session of the student's matriculation. All courses taken must be completed with a grade of B or higher. The speech component of this requirement is satisfied through individual and group presentations in BUS 500 MNGMT 511 and other courses in the M.B.A. Program.

Foundation Courses:

The MBA Program is grounded in the academic disciplines of accounting, finance, economics, marketing, management, and information sciences, among others, in order to provide students with the conceptual foundation required for competent pursuit of more advanced studies in business
administration as well as the ethical and legal management of profit and non-profit organizations. This background can be provided by course work taken at the graduate level or as part of a baccalaureate degree from a regionally accredited U.S. institution or a tertiary (post-secondary) degree that is deemed comparable to a four-year bachelor’s degree from a regionally accredited U.S. institution. This degree must be from an officially recognized degree-granting institution in the country in which it operates. All courses must have been completed with a grade of B or higher, within seven years prior to admission to the M.B.A. Program. Course work not meeting the tests of relevancy, quality, or currency must be taken at the graduate level prior to starting the relevant prescribed courses and electives. Time limits may be waived by the M.B.A. Program on the basis of post-graduation training or current and relevant work experience. Courses available at Penn State Harrisburg that provide the necessary foundation for graduate business study include: ACCT 501, BUS 500, BUS 505, BUSEC 502, BUSEC 503, MNGMT 511; either MNGMT 522 or MNGMT 523; and MRKT 513.

**Degree Requirements**

Requirements listed here are in addition to requirements stated in the DEGREE REQUIREMENTS section of the Graduate Bulletin.

The M.B.A. degree requires 30 credits of course work at the graduate level (500- or 800-level). These credits are distributed over two clusters of courses: Prescribed Courses and Elective Courses/Tracks.

**Prescribed Courses:** 21 credits, aimed at developing general competence for overall management. ACCT 540, BUS 510, BUS 515, BUS 588, BUS 589, either FINAN 521 or FINAN 530, INFSY 540, MNGMT 514, and MKTG 514. The prescribed courses develop key competencies in functional areas of business and BUS 588, a capstone course, integrates knowledge from all functional areas. The capstone project, completed while the student is enrolled in BUS 588, is a feasibility study incorporating firm-level business strategies leading to sustainable competitive advantage.

**Elective Courses/Tracks:** 9 credits. Students may elect courses in clusters of "Tracks" organized around a common theme designed to be integrative and cohesive. The Tracks provide competencies and skill sets for decision making in seven areas: (1) the E-business Track is intended to provide competencies enabling managers to develop and implement a global marketing strategy using Internet-based technology; (2) the Human Resource Management Track is intended to provide competencies enabling managers to organize and operate high performing work organizations that are both efficient and human; (3) the Financial Analysis Track provides competencies needed to control competitive performance and to develop improvement and innovation in all parts of the organization; (4) the Accounting Track is designed to offer those additional courses for students having prior academic preparation in accounting to enable them to take the Certified Public Accountant examination; and (5) the General Business Track is provided for students who wish to develop a broad generalist program, or who have a particular personal or professional goals not met by one of the other tracks. (1) the Accounting Track is designed to offer additional courses for students having prior academic preparation in accounting to enable them to take the Certified Public Accountant examination; and (5) the General Business Track is provided for students who wish to develop a broad generalist program, or who have a particular personal or professional goals not met by one of the other tracks.
information technology; (5) the Strategic Leadership and Innovation Track is intended to further sharpen leadership and management skills; (6) the Supply Chain Management Track provides competencies needed to develop improvement and innovation in organizational supply chains; and (5) (7) the General Business Track is provided for students who wish to develop a broad generalist program, or who have a particular personal or professional goals not met by one of the other tracks.

Tracks:

**E-business:** The objective of this Track is to examine and apply concepts, models, and techniques from the fields of business and information technology for value chain management and support of the domestic and global strategy of the business enterprise. Internet technologies that enable opportunities in marketing, sales, research and development, promotion, procurement, inventory control, manufacturing, supply chain management, order status checking, and payment systems are examined.

**Required Courses (6 credits):**

- INFSY 543 Foundations of E-business (3)
- MRKT 586 Internet Marketing (3)

**Electives (6 credits):**
Select 6 credits from INFSY 544(3); MRKT 587(3); or, in consultation with an adviser, from courses in such areas as supply chain management; research and development; promotion; inventory control; procurement; international finance; and international management to meet the objectives of the Track.

**Human Resource Management:** The objective of this Track is to examine and apply models and techniques from human resources management, labor relations, and behavioral science for the planning and organization of work and work systems to promote cooperation and collaboration, individual and group initiative, innovation, motivation, and flexibility. Also examined are techniques and mechanisms used to develop and maintain a work environment and work climate supportive of performance excellence, full participation, employee well-being and satisfaction, and personal and organizational learning and growth.

**Required Courses (9 credits):**

- MNGMT 505 Managing Human Resources(3)
- MNGMT 515 Labor Management Relations(3)
- MNGMT 545 Employment Law for Business(3)

**Electives ( 3 credits):**
Select 3 credits from MNGMT 520(3); MNGMT 570(3); or, in consultation with an adviser, from courses in such areas as human resources management; labor relations; behavioral science; and international management to meet the objectives of the Track.

**Accounting:** The objective of this Track is to provide the student, when combined with an undergraduate degree in accounting or comparable additional coursework, with the stipulated number of academic credits to satisfy the educational requirements for CPA licensure in Pennsylvania and most other states. Emphasis is placed on advanced level accounting skills including auditing, financial reporting, and taxation.
In consultation with their adviser, a student shall select 12 credits from the following:

ACCT 504 Auditing Theory and Practice (3)
ACCT 510 Business Tax Planning: Theory and Practice (3)
ACCT 532 Accounting Information and Decision Systems (3)
ACCT 545 Strategic Cost Management (3)
ACCT 561 Financial Statement Analysis II (3)
ACCT 572 Financial Reporting I (3)
ACCT 573 Financial Reporting II (3)
ACCT 590 or 890 Colloquium (1-3)
ACCT 596 or 896 Individual Studies (1-9)
ACCT 597 or 897 Special Topics (1-9)
BUS 554 Master’s Project (3)*

Business Analytics: The objective of this Track is to provide the student with data analytical skills that enable them to gain data insights and transform data into strategic decisions.

In consultation with their adviser, a student shall select 9 credits from the following:

BUS 554 Master’s Project (3)*
INFSY 535 Object-Oriented Design and Program Development in Business (3)
INFSY 555 Data Management Systems (3)
INFSY 565 Intelligent Systems in Business (3)
INFSY 566 Data Mining and Knowledge Discovery (3)
INFSY 896 or SC&IS 896 Individual Studies (1-9)*
MRKT 572 Marketing Research (3)
SC&IS 570 Supply Chain Engineering (3)

Note that a student should take INFSY 535 as their first elective if planning to select INFSY 565 as another elective.

Financial Analysis: The objective of this Track is to examine and apply models and techniques from finance and accounting for the planning, analysis, control, and improvement of competitive performance, organizational health, ethical business practices, performance capabilities, and progress toward key business results, strategic objectives, and changing organizational goals. Particular emphasis is placed on approaches for translating those analyses into priorities for improvement and opportunities for innovation at all levels, and in all parts of the organization.

Required Courses (6 credits):

FINAN 531 Managing Financial Operations(3)
ACCT 561 Financial Statement Analysis II(3)

Electives (6 credits):
Select 6 graduate credits in Accounting and/or Finance, in consultation with an adviser, to meet the objectives of the Track.

Finance: The objective of this Track is to examine and apply complex economic and financial models and techniques in decision making. Electives for the Finance Track cover four areas: corporate finance, investment, financial institution, and international finance. This Track also assists the student in preparation for the Chartered Financial Analysts (CFA) exam.
In consultation with their adviser, a student shall select 9 credits from the following:

ACCT 572 Financial Reporting I or ACCT 573 Financial Reporting II (3)
BUS 554 Master's Project (3)*
FINAN 518 Financial Markets and the Economy (3)
FINAN 522 Investment and Portfolio Management (3)
FINAN 523 Risk Management of Modern Financial Institutions (3)
FINAN 526 International Finance (3)
FINAN 527 Derivative Securities (3)
FINAN 530 Advanced Corporate Finance (3)**
FINAN 531 Managing Financial Operations (3)
FINAN 590 or 890 Colloquium (1-3)
FINAN 596 or 896 Individual Studies (1-9)
FINAN 597 or 897 Special Topics (1-9)

**Information Systems**: The objective of this Track is to develop a comprehensive understanding of information technology management and the software development competencies and tools that facilitate better business decisions. The required course for this track provides knowledge of object-oriented software development. Electives cover both information technology areas such as database management, web development and data mining, and management of information technology areas such as e-commerce, software engineering and global information technology.

**Required Course (3 credits):**

INFSY 535 Object-Oriented Design and Program Development in Business (3)

Note that a student should take the required course before taking other electives.

**Electives (6 credits):**

In consultation with their adviser, a student shall select 6 credits from the following:

BUS 554 Master's Project (3)*
INFSY 547 WEB Enabled Technologies (3)
INFSY 555 Data Management Systems (3)
INFSY 560 Data Communications Systems and Networks (3)
INFSY 565 Intelligent Systems in Business (3)
INFSY 566 Data Mining and Knowledge Discovery (3)
INFSY 570 Software Engineering in the Analysis and Design of Information Systems (3)
INFSY 590 or 890 Colloquium (1-3)
INFSY 596 or 896 Individual Studies (1-9)
INFSY 597 or 897 Special Topics (1-9)

**Strategic Leadership and Innovation**: Modern businesses exist in an era of intense global competition and efficient management practices that result in the rapid standardization of even the most recently developed products and processes. In this environment, the ability to innovate is a critical organizational competency for crafting and maintaining competitive advantage. The Strategic Leadership and Innovation track provides students with the knowledge necessary for understanding the process of innovation and the organizational characteristics that facilitate the process. Upon completing the track, students will have the
competencies necessary for leading the formulation and implementation of an entrepreneurial strategy.

In consultation with their adviser, a student shall select 9 credits from the following:

BUS 554 Master’s Project (3)*
BUS 580 Sustainable Business Theory Functions & Strategy (3)
MRKT 570 Marketing Strategy and Planning (3)
MNGMT 505 Managing Human Resources (3)
MNGMT 514 Organizational Innovation and New Venture Development (3)
MNGMT 515 Labor Management Relations (3)
MNGMT 570 Leadership Development (3)
MNGMT 590 Colloquium (1-3)
MNGMT 596 Individual Studies (1-9)
MNGMT 597 Special Topics (1-9)

Supply Chain Management: The objective of this Track is to provide the competencies and tools for developing the effective and efficient physical flow of goods as well as the information and financial flows necessary to effect them. Emphasis is both on organizations needing to design, maintain, and optimize their supply chains, and those that provide the requisite enabling services such as those engaged in transportation, warehousing, information intermediaries, and third-party combinations.

In consultation with their adviser, a student shall select 9 credits from the following:

BUS 554 Master’s Project (3)*
MNGMT 523 Service Operations Management (3)**
SC&IS 540 Transportation and Distribution Management (3)
SC&IS 546 Procurement and Supply Management (3)
SC&IS 565 Supply Chain Strategy (3)
SC&IS 570 Supply Chain Engineering (3)
SC&IS 590 Colloquium (1-3)
SC&IS 596 Individual Studies (1-9)
SC&IS 597 Special Topics (1-9)

General Business: General Business: The objective of this Track is to allow students to select graduate courses that meet their personal and professional goals.

Select 12-9 credits:
Select 12-9 graduate credits, in consultation with an adviser, to meet the objectives of the Track. Individual Studies (1-9) and Master’s Project (3) can be used to satisfy elective credits. With Program approval, a maximum of 6 graduate credits may be selected in courses outside of the School of Business Administration.

*Providing that the project or the study is relevant to the Track.

**Cannot be used to satisfy elective credits if taken as part of Foundation or Prescribed Courses.

Transfer Credit and Course Substitutions
Transfer Credits: Penn State allows a maximum of 10 transfer credits of high-quality work to be applied toward the requirements for a graduate degree, subject to restrictions outlined in the Transfer Courses section of the Graduate Bulletin. Up to 10 transfer credits may be applied toward the degree. However, credits used to complete a previous degree may not be applied. Transfer credits must have been completed within the past five years, appear on a graduate transcript, and have been passed with a B grade or higher and have been earned in an equivalent graduate-level program at a regionally accredited, college-level institution. Transferred academic work must have been completed within five years prior to the date of first degree registration at the Graduate School of Penn State, must be of at least B quality (grades of B- are not transferable), and must appear on an official transcript of a regionally accredited U.S. institution or recognized degree-granting international institution. It must be the opinion of the reviewing faculty that these courses are equivalent in quality to those offered at Penn State Harrisburg.

Course substitutions: Some students enter the program with advanced coursework in one or more subject areas (e.g., a degree in accounting plus a C.P.A.) making some prescribed coursework redundant. Except for BUS 588 and BUS 589, both of which must be taken at Penn State Harrisburg, students may petition or be advised by the program to replace up to 6 credits in Prescribed Courses with an equivalent number of credits of more advanced graduate courses in the same subject area. Courses must have been completed at a regionally accredited institution within the past five years and have earned a grade of B or higher. Courses must have been completed within five years prior to the date of first degree registration at the Graduate School of Penn State, must be of at least B quality (grades of B- are not transferable), and must appear on an official transcript of a regionally accredited U.S. institution or recognized degree-granting international institution.

Grade-point Average and Time Limit

A 3.00 (out of 4.00) minimum grade-point average is required for the M.B.A. degree. All course work must be completed within six years, or seven consecutive summers of matriculation.

Financial aid

A limited number of scholarships, fellowships, and research grants are available, as well as several graduate assistantships. For more information on these, contact the School of Business Administration.

Many students work full-time and take classes part-time. In many cases, employers have a tuition-reimbursement plan paying for partial or full tuition. To find other options available to you, contact the Financial Aid Office, 717-948-6307.

Graduate Assistantships

Full-time graduate students who are interested in an assistantship should contact the graduate program coordinator program director. Students must be nominated for an assistantship by their program coordinator program director. Students on graduate assistantships must adhere to the course load policy listed in the Bulletin.

Students applying for an assistantship should submit scores from the Graduate Management Admissions test, or similar examinations by January 30 the deadline.
Joint Degree Offering with Penn State Dickinson School of Law

Penn State Harrisburg, the The Capital College, School of Business Administration
The Penn State Dickinson School of Law

Degrees Conferred: J.D. (Dickinson)

Degrees Conferred:
J.D. (Dickinson Law)
M.B.A. (The Capital College)

Joint Degree Programs

The Dickinson School of Law and the School of Business Administration of Penn State Harrisburg offer cooperative programs leading to the degrees of Juris Doctor (J.D.) to be granted by the Dickinson School of Law and the Master of Business Administration (M.B.A.) to be granted by Penn State Harrisburg, The Capital College. This joint degree opportunity facilitates the completion of both a law degree and a professional master's degree in business administration.

Admission Requirements

The joint programs require that the student first be admitted to The Dickinson School of Law. Subsequently, the student is recommended for and applies for admission to the Graduate School for the Penn State Harrisburg M.B.A. Program. Admission requirements listed here are in addition to requirements stated in the GENERAL INFORMATION section of the Graduate Bulletin.

The following are required for applicants:

The Dickinson School of Law: Completed Law School application; Law School Admission Test (LSAT) score; Law School Data Assembly Service (LSDAS) report; one page personal statement; employment record since high school; two letters of recommendation.

M.B.A. Program: Completed Graduate School application; Graduate Management Admission Test (GMAT) or Graduate Record Examination (GRE); letter of recommendation from the Associate Dean of the Dickinson School of Law; evidence of proficiency in analytic skills through a college-level calculus and statistics mathematics course demonstrated either by completion of a courses or successful completion of a mathematics proficiency examinations approved by the M.B.A. Program; evidence of proficiency in microcomputer computer applications skills; proficiency in writing evidenced by a score of "4" or higher on the Analytical Writing Assessment portion of the GMAT or GRE; evidence of proficiency in the academic disciplines of accounting, finance, economics, marketing, management and information sciences equivalent to that provided by completion of an integrated four-year business program, or completion of additional course work at the graduate level. Each course must have been completed with a grade of B or higher within seven years prior to admission to the M.B.A. program. The School of Business Administration will review the applicant's transcripts for acceptability of the courses.

No courses from the M.B.A. program may count toward the J.D. program until the student is matriculated at The Dickinson School of Law. However, graduate-level courses taken in the M.B.A.
program at Penn State Harrisburg, or at another regionally accredited graduate-level institution may be applied to the M.B.A. in accordance with the transfer policies of Graduate Council.

**Transfer of Credits**

Degree Requirements

To earn the M.B.A. degree, students in the joint degree program must complete all of the degree requirements for the M.B.A. degree described above. Nine credits of course work at The Dickinson School of Law may be transferred toward the M.B.A. degree, subject to program approval. Students must obtain a grade satisfactory to the M.B.A. program in order for the credits to be transferable. Nine credits of M.B.A. courses may be transferred for credit toward the J.D. degree at The Dickinson School of Law subject to the approval of the School of Law.

**Advising of Students**

All students in the joint degree program have two advisers, one in the School of Business Administration and one from the faculty at The Dickinson School of Law. Because the joint degree program is designed to be taken in synchrony with the objective that both degrees will be earned simultaneously, students who do not demonstrate progress toward completion of both degrees may be denied continuation in the joint degree program. Such a decision will rest jointly with the faculties of the M.B.A. program and the J.D. program. The students can graduate with one degree before the other as long as they have completed all of the requirements for that degree. If students accepted into the joint degree program are unable to complete the J.D. degree, they are still eligible to receive the M.B.A. degree if all the M.B.A. degree requirements have been satisfied.

**Tuition**

The Dickinson School of Law and Penn State Harrisburg will each charge their own tuition to students in the joint degree program.

**Additional Information**

For more information and the latest updates on the joint degree program, call the Law school at 717-240-5207 or 800-840-1122, or visit the Law School and the M.B.A. program at Penn State Harrisburg web sites at: Law.psu.edu/ www.hbg.psu.edu/ Harrisburg.psu.edu/mba

**Concurrent Degree Offering with the Penn State College of Medicine Biomedical Sciences Graduate Program**

Penn State Harrisburg, The Capital College, School of Business Administration Penn State College of Medicine, Biomedical Sciences Graduate Program
Degrees Conferred:
Ph.D. (College of Medicine)
M.B.A. (The Capital College)

Concurrent Degree Programs

The Penn State College of Medicine, Biomedical Sciences program, and the School of Business Administration of Penn State Harrisburg, The Capital College offer cooperative programs leading to the degrees of doctor of philosophy (Ph.D.) in Biomedical Sciences to be granted by the College of Medicine, and the Master of Business Administration (M.B.A.) in Business Administration to be granted by the Capital College. This concurrent degree opportunity facilitates the completion of both a doctorate in biomedical sciences and a professional master's degree in business administration. The program is designed primarily for students interested in pursuing a career involving high-quality independent research and positions of management responsibility within the biomedical sciences community.

Admission Requirements:
The concurrent programs require that the student first be admitted to the Biomedical Sciences Graduate Program. Subsequently, the student is recommended for and applies for admission to the Graduate School for the Penn State Harrisburg M.B.A. program by completing a Concurrent Graduate Degree Programs Plan of Study.

The following are required for applicants:

Biomedical Sciences Graduate Program: Completed Graduate School application; Graduate Record Examination (GRE) score; a bachelor's degree reflecting a reasonable background in zoology or biology, mathematics and chemistry; a minimum junior/senior grade point average of 3.00 and with appropriate course backgrounds; two letters of recommendation; a curriculum vitae; a description of career goals. Reading knowledge of one or two foreign languages is recommended.

M.B.A. Program: Completed Graduate School application; Completed concurrent degree form; Graduate Management Admission test (GMAT) or Graduate Record Examination (GRE) score; letter of recommendation from the department chair of the Biomedical Sciences Program; evidence of proficiency in analytic skills through a college-level calculus and statistics mathematics course demonstrated either by completion of course or successful completion of a mathematics proficiency examination approved by the program; evidence of proficiency in microcomputer applications skills; proficiency in writing evidenced by a score of "4" or higher on the Writing Assessment portion of the GMAT or GRE; evidence of proficiency in the academic disciplines of accounting, finance, economics, marketing, management and information sciences equivalent to that provided by completion of an integrated four-year business program, or completion of additional course work at the graduate level. Each course must have been completed with a grade of B or higher within seven years prior to admission to the M.B.A. program. The School of Business Administration will review the applicant's transcripts for acceptability of the courses.

No courses from the M.B.A. program may count toward the Ph.D. until the student is admitted to the Biomedical Sciences Graduate Program. However, graduate-level courses taken in the M.B.A. program at Penn State Harrisburg, or at another graduate-level institution, may be applied to the M.B.A. in accordance with the transfer policies of Graduate Council.
To earn the M.B.A. degree, students in the concurrent degree program must complete all of the degree requirements for the M.B.A. degree, described above. Nine credits of course work in biomedical sciences may be transferred double-counted toward the M.B.A., subject to program approval. Students must obtain a grade satisfactory to the M.B.A. program in order for the credits to be transferable double-counted. Nine credits of M.B.A. coursework may be transferred double-counted for credit toward the Ph.D. degree, subject to the approval of the Biomedical Sciences Graduate Program.

Advising of Students

All students in the concurrent program have two advisers, one in the School of Business Administration, and one from the faculty in the Biomedical Sciences Graduate Program. Because the concurrent program is designed to be taken in synchrony with the objective that both degrees will be earned simultaneously, students who do not demonstrate progress toward completion of both degrees may be denied continuation in the concurrent program. Such a decision will rest jointly with the faculties of the M.B.A. and the Biomedical Sciences Ph.D. programs. The students can graduate with one degree before the other as long as they have completed all of the requirements for that degree. If students accepted into the concurrent degree program are unable to complete the Ph.D. degree, they are still eligible to receive the M.B.A. degree if all the M.B.A. degree requirements have been satisfied.

The Course Matrix

For more information and the latest updates on the concurrent programs, call the Biomedical Sciences Graduate Program at 717-531-1045 or visit the websites at:
www.http://med.psu.edu/web/biomedical-sciences/home
www.hbg.psu.edu/programs/master-business-administration(Opens New Window)
http://www2.med.psu.edu/
Harrisburg.psu.edu/mba

ACCOUNTING (ACCT) course list
BUSINESS (BUS) course list
FINANCIAL ANALYSIS (FINAN) course list
INFORMATION SYSTEMS (INFSY) course list
MANAGEMENT (MNGMT) course list
MARKETING (MRKT) course list
SUPPLY CHAIN (SC&IS) course list [added]

Revised Bulletin at bulletins.psu.edu/graduate/degreerequirements/masters5
Penn State Harrisburg—The goals of the Harrisburg MBA program are The MBA program at Harrisburg is intended to provide graduates with a foundation for personal and professional growth and lifelong learning; a firm grounding in the academic disciplines underlying the field of business; participative strengths; and decision making, problem solving, and critical thinking skills. Major emphasis is placed on the social, legal, and ethical context of business—particularly ethical values needed in the conduct of business. Program faculty place high value on teaching and currency of curriculum, an emphasis on oral and written communication, collaborative learning, and cross-functional integration of concepts. The students served by the MBA program are primarily employees of area business, government, and not-for-profit organizations who reside within the Capital Region and study on a part-time basis. However, either full- or part-time study is possible. The M.B.A. is also offered as a concurrent MBA/Ph.D. program with the College of Medicine at the Penn State Milton S. Hershey Medical Center Department of Pharmacology, and concurrent MBA/J.D. degree program with The Dickinson School of Law.

The M.B.A. requires a minimum of 30 graduate credits, and is offered mainly at the college's Middletown campus and in Lancaster, Pennsylvania. Eighteen Twenty-one of these credits are in prescribed areas of business, including accounting, finance, management, marketing, and information systems. An additional 12 nine credits are elective, permitting students to select courses in such areas as e-business, human resource management, financial analysis, accounting, business analytics, finance, information systems, strategic leadership and innovation or general business to meet their personal and professional goals. Depending on their level of preparation, some students may need to take additional course work beyond the baccalaureate to permit them to begin their advanced business studies with a common conceptual foundation and adequate understanding of the integrated nature of the business enterprise. Applications to this AACSB-accredited program must include results of the Graduate Management Admission Test and two letters of recommendation. In addition, applicants whose first language is not English or who have not received a prior degree from an institution in which the language of instruction was English must provide scores on the Test of English as a Foreign Language (TOEFL).
VII. Letters of Support

a. Sedig Agili, Ph.D., Program Coordinator, Master of Professional Studies in Engineering Management, School of Science and Engineering Technology, Harrisburg

From: SEDIG SALEM AGILI <ssa10@psu.edu>  Thu, Jun 18, 2015 01:27 PM
Subject: Re: Request your support of the revised MBA curriculum at Harrisburg
To: Oranee Tawatnuntachai <oxt4@psu.edu>

Hi Oranee,
I support your proposal for the curriculum revision of the MBA program at Penn State Harrisburg to sever your stakeholders better. I fully support the changes you have recommended, however, the proposal should address the impact of the proposed changes on the joint programs, in particular the Master of Professional Study in Engineering Management. Thanks.

Best Regards.
Sedig

From: Oranee Tawatnuntachai <oxt4@psu.edu>  Mon, Jun 22, 2015 01:22 PM
Subject: Re: Request your support of the revised MBA curriculum at Harrisburg
To: SEDIG SALEM AGILI <ssa10@psu.edu>

Hello Sedig,

Sorry for my slow response. Thank you very much for your support.

As discussed at our meeting last week, the new MBA curriculum will benefit the joint degree students as the content will reflect the industry's needs. Plus, the transfer students will have smoother transition in and out. After the curriculum is approved, I am more than happy to work with you on the curriculum change proposal of Engineering Management degree.

Thank you once again for your support.

Regards,
Oranee

b. Peter Idowu, Ph.D., Assistant Dean for Graduate Studies, Harrisburg
Dear Oranee,

Thank you for the comprehensive review of our MBA program with the goal of bringing it up to date by reflecting changes in standards, key competencies, and including principal stakeholders in the process. I appreciate your effort and those of your colleagues in undertaking this significant task and fully support the changes you have recommended. I am optimistic that the changes will make the MBA program more attractive to prospective students.

Regards,

Peter Idowu, Ph.D., P.E.
Assistant Dean of Graduate Studies, Capital College
Professor of Electrical Engineering
Penn State Harrisburg
C-114 Olmsted Building
777 W. Harrisburg Pike, Middletown PA 17057
(717) 948-6315 - Phone
(717) 948-6737 - Fax
idowu@psu.edu
Dear Dr. Tawanuntachai,

At the request of Dr. Jong Yun, I am replying to you about the proposed revisions of the MBA program at Penn State Harrisburg. Thanks for providing a copy of the proposed revisions along with the rationale for these revisions. As chair of the Biomedical Sciences (BMS) Graduate Program at the Penn State College of Medicine, with students who enroll in the concurrent PhD/MBA degree program, I am very impressed with the thorough review and assessment that was made of the MBA program and with the proposed revisions to strengthen this program. These changes and additions will enhance the value of this program for our BMS PhD students who are interested in applying their scientific research in any of a variety of business settings.

I fully support the MBA Program Change Proposal you are submitting.

If you need any additional items, please let me know.

Sincerely,

Ralph

Ralph L. Keil, PhD
Chair, Biomedical Sciences Graduate Program; med.psu.edu/bms

Chair, Biosafety & Recombinant DNA Committee; http://infonet.hmc.psu.edu/safety/biological/rDNA/index.htm
Dear Oranee,

First off, I apologize for the delay in responding. I have now had the opportunity to review the proposed changes to the Harrisburg MBA program and can offer my support. The proposed changes are clearly described and accompanied by a solid rationale. I do have several comments to offer for your consideration.

1) The existing two-credit courses, MNGMT 511, MNGMT 514, and BUS 500 are currently offered as electives in our Master of Engineering Management program offered through World Campus. This should be included under impact on existing programs. Our understanding is that BUS 500 will eventually be phased out and MNGMT 511 and 514 will become three credit courses. These two courses may still fill our need, but we would like to see the course change proposals, when available. It also will be important for us to know whether these courses, as three-credit courses, will be developed for online delivery or not and what the proposed timing of the changes will be.

2) Throughout the proposal, the terms ‘pre-program courses’ and ‘foundation courses’ are used somewhat interchangeably and in my view should be consistent. My own preference is to see these as foundation courses, as ‘pre-program’ implies that the student is not formally admitted to the program until after the completion of those courses. If this is the intent, it’s not completely clear. In any event, I believe consistent terminology is desirable.

3) I have some concerns that the entry requirement of ‘a college-level mathematics course’ is too vague. Many students might have taken a college level mathematics course, but might be one that is not suitable preparation to enter the MBA. You might want to be a bit more specific saying ‘college algebra or higher’ or something to that effect.

I’d be happy to discuss further if you desire.

Jim
Dear Jim,

I apologize for my delayed response. Could you pls. see my response to your comments in black below?

Please let me know whether you are o.k. with the proposed timeline and course proposals.

Feel free to let me know if you have any questions.

Regards,
Oranee

---

From: "JAMES A NEMES" <jan16@psu.edu>
To: "Oranee Tawatnuntachai" <oxt4@psu.edu>
Cc: "Steve Schappe" <sxs28@psu.edu>
Sent: Tuesday, July 14, 2015 3:05:24 PM
Subject: RE: Request your support of the revised MBA curriculum at Harrisburg

Dear Oranee,

First off, I apologize for the delay in responding. I have now had the opportunity to review the proposed changes to the Harrisburg MBA program and can offer my support. The proposed changes are clearly described and accompanied by a solid rationale. I do have several comments to offer for your consideration.

1) The existing two-credit courses, MNGMT 511, MNGMT 514, and BUS 500 are currently offered as electives in our Master of Engineering Management program offered through World Campus. This should be included under impact on existing programs. Our understanding is that BUS 500 will eventually be phased out and MNGMT 511 and 514 will become three credit courses. These two courses may still fill our need, but we would like to see the course change proposals, when available. It also will be important for us to know whether these courses, as three-credit courses, will be developed for online delivery or not and what the proposed timing of the changes will be.

--> I apologize that MEM program wasn't included in the impact statement. In the new version of the proposal, there is a separate section addressing the impact of the new curriculum on MEM.
Yes, BUS 500 will be phased out and MNGMT 511 and 514 will be three-credit courses. Attached are the change proposals for MNGMT 511 and 514. I am sorry that I didn't send you the proposals earlier. Please let me know if you have any comments. Definitely, these two courses will be developed for online delivery to serve MEM students.

In term of timeline, we propose starting Fall 2017 for online MNGMT 511 and 514. If you prefer a different starting semester, we're happy to work with your timeline as well.

2) Throughout the proposal, the terms ‘pre-program courses’ and ‘foundation courses’ are used somewhat interchangeably and in my view should be consistent. My own preference is to see these as foundation courses, as ‘pre-program’ implies that the student is not formally admitted to the program until after the completion of those courses. If this is the intent, it’s not completely clear. In any event, I believe consistent terminology is desirable.

--> Thank you for your suggestion. The proposal now contains only “foundation courses”.

3) I have some concerns that the entry requirement of ‘a college-level mathematics course’ is too vague. Many students might have taken a college level mathematics course, but might be one that is not suitable preparation to enter the MBA. You might want to be a bit more specific saying ‘college algebra or higher’ or something to that effect.

--> The committee as well as Business faculty had discussed this point in length. We also reviewed MBA bulletin of other colleges. None has stated any specific level of math as entry requirements. Therefore, we have decided not to specify any math courses to attract a more diverse pool of candidates.
Good morning Dr. Tawatnuntachai: I am following up to let you know that my faculty thought that the changes to the MBA curriculum at Harrisburg look good. We look forward to sending more students to the program. My best, Carla

Dear Carla,

Thank you very much for your support. Look forward to working with JD students!

Oranee
Oranee,

My apologies. I had looked at the proposal after Steve had mentioned it to me last week and thought I had sent you an email about it. Apparently not. Duh.

I am fine with your proposal. It’s well laid out and well thought out.

We are about to embark on a revision of our resident program. I should call you to pick your brain.

Regards,

Dennis

------------------------------------------------------------
Dennis P. Sheehan
Faculty Director, MBA Programs
Benzak Professor of Finance
Smeal College of Business
Penn State University
University Park, PA 16802
814-863-3072

f. Dennis Sheehan, Ph.D., Faculty Director for MBA and EMBA Programs, Smeal College of Business
Oranee, it's been my pleasure to review your proposal and I will be happy to endorse your basic ideas, I note that there are a fair number of dissents in the Business Analytics course but I agree with the basic thrust here. We adopted a like approach here.

As a possible flag: I know you cover Org Behavior in the pre-program portion but I assume that some students are exempt from that? If so, that means that not all MBA students will get classes in this in their program? When we revised about four-five years ago, we relied in some research that indicated soft skills in mgmt were expected among MBA students so we kept and expanded an OB course in our core. I tend to look for a coverage of basic disciplines in the core and this stands out to me. Of course, you may be covering that differently in a way I don't see.

Nonetheless, I'm quite happy to encourage your revision. Best of luck!

Regards -

Al

Dear Al,

Thank you very much for your support. We highly appreciate your comments. Our faculty raised the same point as your comments. Unfortunately, we are constrained by 30 credits due to local competition. We regularly offer Management electives including MNGMT 514. We hope this will enhance their soft skills.

Regards,

Oranee
Graduate Council
Program, Option, or Minor Proposal Form

Submit 1 original, signed Graduate Council proposal form and 2 hardcopies of the graduate program proposal document, with a copy of the signed proposal form attached to each proposal copy, to the Curriculum Coordinator, University Faculty Senate, 101 Kern Graduate Building, University Park. The proposals will be transmitted to the Office of the Dean of the Graduate School for entry into the Graduate Council curricular review process; for more information about the process, see the Overview of the Graduate Council Curricular Review Process.

The Program Proposal Procedures provide guidance for the development of a graduate program proposal. If you have questions regarding the preparation of a graduate program proposal or how to complete this Graduate Council proposal form, contact the Office of the Dean of the Graduate School.

---

College/School: Medicine
Department or Instructional Area: Public Health Sciences

New Graduate Program, Option, or Minor: □ Add

Designation of new graduate program:

Classification of Instructional Programs (CIP) Code:

Designation of new graduate option:

Designation of new graduate minor:

Indicate effective semester:

□ First semester following approval

□ Second semester following approval

---

Existing Graduate Program Option, or Minor: ✔ Change □ Drop

Current designation of graduate program: PH

Current designation of graduate option:

Current designation of graduate minor:

New designation of existing graduate program (if changing):

New designation of existing graduate option (if changing):

New designation of existing graduate minor (if changing):

Brief description of the change (if not noted above): Purpose: To create a blended MPH in Public Health program

Indicate effective semester:

□ First semester following approval

□ Second semester following approval

---

Submitted by Graduate Program Head

Wenke Hwang, PhD

Printed name

Signature

Date: 8/17/2015

Noted by College/School Representative to Graduate Council Subcommittee on New and Revised Programs and Courses:

MIL MATTERS

Printed name

Signature

Date: 8/18/15

Approved by College/School Dean/Chancellor (or Designee):

Charles H. Lang

Printed name

Signature

Date: 9/17/15
Recommended by Chair, Graduate Council Subcommittee on New and Revised Programs and Courses:

On Behalf of Luis Ayala  
Printed name  
Signature  
Date: 12-1-15

Recommended by Chair, Graduate Council Committee on Programs and Courses:

On Behalf of Andris Freivalds  
Printed name  
Signature  
Date: 12-1-15

Noted by Dean of the Graduate School:

Regina Vasilatos-Younken  
Printed name  
Signature  
Date: 12-1-15
# Program Change Proposal for the Master of Public Health (MPH) in Public Health Degree Program

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Program Change Proposal for the Master of Public Health (MPH) in Public Health Degree Program

I. Justification for Proposed Changes

We respectfully submit this program change proposal to offer a blended Master of Public Health (MPH) in Public Health program. This program change proposal is in accordance with the Graduate School policy, Guidelines for Submitting Proposals for Extended and Off-Campus Graduate Degree Programs (http://www.gradschool.psu.edu/faculty-and-staff/faculty/proposalsubmit/). The policy states the following: “Approval to offer four existing graduate courses up to half of the course credits required for completion of the degree to students at an off-campus location requires submission of a program change proposal by the graduate program to offer a blended program.”

Specifically, we propose to add off-campus delivery – via Penn State’s World Campus – of five MPH in Public Health core course requirements:

- PHS 504: Behavioral Health Intervention Strategies (3 credits)
- PHS 520: Principles of Biostatistics (3 credits)
- PHS 542: Environmental Health Sciences (3 credits)
- PHS 550: Principles of Epidemiology (3 credits)
- PHS 571: Health Services Organization and Delivery (3 credits)

These courses are currently offered in residence at the Penn State Hershey campus. They will continue to be offered in residence even with the addition of Penn State World Campus as an off-campus location. MPH in Public Health students will be eligible to complete any of the courses either in Hershey or online via Penn State World Campus.

Changes to the MPH in Public Health program are being proposed at this time to:

1. More effectively meet the diverse learning needs and preferences of current and prospective MPH in Public Health students by offering a mix of online and residential course options; and
2. Allow for the in-residence Graduate Certificate in Public Health, which is comprised of the five core MPH in Public Health courses listed above, to be completed entirely online;
3. Increase the reach of the MPH in Public Health core courses to working professionals who desire foundational graduate-level training in public health but prefer online delivery and/or are limited by location, time, or other constraints in their ability to complete residential programs;
4. Respond to market research conducted by Penn State World Campus that demonstrates high demand for an online graduate certificate in public health (see attachment 1 for a copy of the market research report).
Program Change Proposal for the Master of Public Health (MPH) in Public Health Degree Program

In addition to demonstrated demand through the market research conducted by Penn State World Campus, demand exists among current MPH in Public Health students for online course options. The table below presents enrollment (timeframe: fall 2011-current) of MPH in Public Health students in two STAT courses offered via Penn State World Campus, STAT 500: Applied Statistics and STAT 507: Epidemiologic Research Methods. MPH students may take these courses in lieu of PHS 520 and PHS 550, respectively.

<table>
<thead>
<tr>
<th>Courses Offered via World Campus</th>
<th>Completed as of Summer 2015 (# students)</th>
</tr>
</thead>
<tbody>
<tr>
<td>STAT 500: Applied Statistics</td>
<td>9</td>
</tr>
<tr>
<td>STAT 507: Epidemiologic Research Methods</td>
<td>12</td>
</tr>
</tbody>
</table>

As evidenced above, while the majority of MPH in Public Health students complete the core requirements in residence, a significant number of students choose to fulfill the requirements online where possible. It is important to note that the majority of these students, who choose the online STAT courses, are completing the program on a part-time basis, which links directly to the goal of increasing “...the reach of the MPH in Public Health core courses to working professionals who desire foundational graduate-level training in public health but prefer online delivery and/or are limited by location, time, or other constraints in their ability to complete residential programs....”
II. Overview of Program Changes: Side by Side Comparison

The table below and continued on the next page provides a side-by-side comparison of the current MPH in Public Health curriculum (45 credits) and proposed core curriculum (45 credits). Changes are presented in boldface type and highlighted in yellow. Courses below are presented as follows: course number: title (credit total) (campus).

<table>
<thead>
<tr>
<th>Current Curriculum (45 credits)</th>
<th>Proposed Curriculum (45 credits)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1. Core Didactic Courses that all MPH in Public Health Students are Required to Complete (21 credits)</strong></td>
<td></td>
</tr>
<tr>
<td>• PHS 504: Behavioral Health Intervention Strategies (3) (Hershey) or BB H 504: Behavioral Health Intervention Strategies (3) (University Park)</td>
<td>• PHS 504: Behavioral Health Intervention Strategies (3) (Hershey or World Campus) or BB H 504: Behavioral Health Intervention Strategies (3) (University Park)</td>
</tr>
<tr>
<td>• PHS 520: Principles of Biostatistics (3) (Hershey)</td>
<td>• PHS 520: Principles of Biostatistics (3) (Hershey or World Campus)</td>
</tr>
<tr>
<td>• PHS 536: Health Survey Research Methods (3) (Hershey)</td>
<td>• PHS 536: Health Survey Research Methods (3) (Hershey)</td>
</tr>
<tr>
<td>• PHS 542: Environmental Health Sciences (3) (Hershey)</td>
<td>• PHS 542: Environmental Health Sciences (3) (Hershey or World Campus)</td>
</tr>
<tr>
<td>• PHS 550: Principles of Epidemiology (3) (Hershey)</td>
<td>• PHS 550: Principles of Epidemiology (3) (Hershey or World Campus)</td>
</tr>
<tr>
<td>• PHS 571: Health Services Organization and Delivery (3) (Hershey) or HPA 520: Introduction to Health Services Organizations and Delivery (3) (University Park)</td>
<td>• PHS 571: Health Services Organization and Delivery (3) (Hershey or World Campus) or HPA 520: Introduction to Health Services Organizations and Delivery (3) (University Park)</td>
</tr>
<tr>
<td>• PHS 501: Principles of Public Health (3) (Hershey)</td>
<td>• PHS 501: Principles of Public Health (3) (Hershey)</td>
</tr>
</tbody>
</table>
| **2. Practicum Experience** | | |)
| • PHS 895A: Master of Public Health Internship (3) (Hershey) | • PHS 895A: Master of Public Health Internship (3) (Hershey) |
| **3. Culminating Experience** | | |)
| • PHS 894: Capstone Experience (3) (Hershey) | • PHS 894: Capstone Experience (3) (Hershey) |
### Program Change Proposal for the Master of Public Health (MPH) in Public Health Degree Program

<table>
<thead>
<tr>
<th>Current Curriculum (45 credits)</th>
<th>Proposed Curriculum (45 credits)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>4. Electives (18 credits)</strong></td>
<td><strong>4. Electives (18 credits)</strong></td>
</tr>
<tr>
<td>• Students may (1) select from a pre-approved list of electives or (2) propose alternate electives for consideration and approval by the program.</td>
<td>• Students may (1) select from a pre-approved list of electives or (2) propose alternate electives for consideration and approval by the program.</td>
</tr>
<tr>
<td>• In addition to fulfilling the 18-credit elective requirement by selecting courses from the pre-approved list or by proposing alternate courses for consideration, students may specialize in a track for depth of training by selecting a specific configuration of pre-approved electives. Examples of tracks include:</td>
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</tr>
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<td>• Community and Behavioral Health</td>
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<tr>
<td>o PHS 505: Public Health Program Planning and Evaluation (3)</td>
<td>o PHS 505: Public Health Program Planning and Evaluation (3)</td>
</tr>
<tr>
<td>o PHS 506: Behavioral Health Intervention Strategies II (3)</td>
<td>o PHS 506: Behavioral Health Intervention Strategies II (3)</td>
</tr>
<tr>
<td>o PHS 807: Public Health Education Methods (3)</td>
<td>o PHS 807: Public Health Education Methods (3)</td>
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<tr>
<td>• Epidemiology and Biostatistics</td>
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<tr>
<td>o PHS 521: Applied Biostatistics (3)</td>
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<tr>
<td>o PHS 522: Multivariate Biostatistics (3)</td>
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</tr>
<tr>
<td>o PHS 551: Advanced Epidemiological Methods (3)</td>
<td>o PHS 551: Advanced Epidemiological Methods (3)</td>
</tr>
<tr>
<td>o PHS 580: Clinical Trials Design and Analysis (3)</td>
<td>o PHS 580: Clinical Trials Design and Analysis (3)</td>
</tr>
<tr>
<td>o PHS 801: Data Management (1)</td>
<td>o PHS 801: Data Management (1)</td>
</tr>
<tr>
<td>• Health Systems Organization and Policy</td>
<td>• Health Systems Organization and Policy</td>
</tr>
<tr>
<td>o PHS 535: Quality of Care Measurement (3)</td>
<td>o PHS 535: Quality of Care Measurement (3)</td>
</tr>
<tr>
<td>o PHS 537: Health Policy and Law (3)</td>
<td>o PHS 537: Health Policy and Law (3)</td>
</tr>
<tr>
<td>o PHS 540: Decision Analysis (1)</td>
<td>o PHS 540: Decision Analysis (1)</td>
</tr>
<tr>
<td>o PHS 570: Health Economics and Economic Evaluation (3)</td>
<td>o PHS 570: Health Economics and Economic Evaluation (3)</td>
</tr>
</tbody>
</table>
III. Description of Proposed Changes

This proposal seeks to add World Campus as a location to five core MPH in Public Health courses. Through this change, the following courses will be offered in residence at the Penn State Hershey campus and online via World Campus:

- PHS 504: Behavioral Health Intervention Strategies (3 credits)
- PHS 520: Principles of Biostatistics (3 credits)
- PHS 542: Environmental Health Sciences (3 credits)
- PHS 550: Principles of Epidemiology (3 credits)
- PHS 571: Health Services Organization and Delivery (3 credits)

With this change, we envision the following:

Individuals who are interested in either a completely residential or a blended Master of Public Health (MPH) in Public Health program would submit an online Graduate School application and select “Hershey” as the campus of enrollment. If/once admitted to the MPH in Public Health program, MPH students would have the option of completing any of the five core course requirements in residence at the Penn State Hershey campus or online via World Campus.

(1) Individuals who are interested in the online Graduate Certificate in Public Health would submit an online Postbaccalaureate/Graduate Certificate application and select “World Campus” as the campus of enrollment. If/once admitted, these individuals would complete all certificate courses online via World Campus.

(2) Individuals who are interested in the residential Graduate Certificate in Public Health would submit an online Postbaccalaureate/Graduate Certificate application and select “Hershey” as the campus of enrollment. If/once admitted, these individuals would complete all certificate courses in residence at Penn State Hershey.
IV. Impact on Residency

In accordance with the Graduate School policy, *Residency and Related Policies for Off-Campus Graduate Degree Programs* (http://www.gradsch.psu.edu/faculty-and-staff/faculty/offcampus/), residency requirements for MPH in Public Health students are not impacted. The essential elements of residency, as presented in the policy, are preserved for each MPH in Public Health student, even for students who choose to complete any of the presented core courses online via Penn State World Campus. We are proposing to offer “off-campus courses,” not “off-campus degree programs,” as defined by the above policy.

Also, according to the policy, residency requirements do not apply in the case of the Graduate Certificate in Public Health. However, any services provided by the program to residential Graduate Certificate in Public Health students will also be provided to the online Graduate Certificate in Public Health students.
V. Proposed Graduate Bulletin

Public Health (PH)
Program Home Page

VERNON M. CHINCHILLI, Chair of the Department of Public Health Sciences
College of Medicine, Penn State Milton S. Hershey Medical Center
Hershey, PA 17033
717-531-7178

Degree Conferred:
M.P.H., Dr.P.H.

The Graduate Faculty

The Program
The Master of Public Health (M.P.H.) in Public Health program is a professional degree program that builds knowledge and skills in the five core areas of public health: biostatistics, environmental health sciences, epidemiology, health services administration, and social and behavioral sciences. In addition, the M.P.H. in Public Health program advances expertise in community and behavioral health, epidemiology and biostatistics, and health systems organization and policy. The M.P.H. degree leads to careers in a wide variety of fields and settings, including local, state, and federal government agencies; health care settings; health insurance industry; health services networks; nonprofits; and the pharmaceutical industry.

The Doctor of Public Health (Dr.P.H.) in Public Health is a professional degree program that provides advanced public health education and training to prepare its graduates for evidence-based practice and leadership in the application of translational science and implementation research findings. It allows graduates to pursue career opportunities in the federal, state, and local government, as well as in the non-profit, academic, and private sectors. Educationally it places an emphasis on discovery, teaching, integration, and application with a primary purpose of bridging research and practice to protect and improve the public’s health. The Dr.P.H. builds on Master of Public Health (M.P.H.) competency domains and, as a professional degree, integrates public health practice and project-based learning with local, state, and federal networks to enrich learning in health policy and program development and implementation. Dr.P.H. program of study includes coursework, an advanced field experience, and integrative doctoral research and provides an opportunity for further specialization within a specified cognate.

Admission Requirements
Requirements listed here are in addition to general Graduate Council requirements stated in the GENERAL INFORMATION section of the Graduate Bulletin.

For admission to the Graduate School, an applicant must hold either (1) a baccalaureate degree from a regionally accredited U.S. institution or (2) a tertiary (postsecondary) degree that is deemed comparable to a four-year bachelor’s degree from a regionally accredited U.S. institution. This degree must be from an officially recognized degree-granting institution in the country in which it operates.
The language of instruction at Penn State is English. All international applicants must take and submit scores for the TOEFL (Test of English as a Foreign Language) or the IELTS (International English Language Testing System), with the exceptions noted below. The minimum acceptable score for the TOEFL is 550 for the paper-based test, or a total score of 80 with a 19 on the speaking section for the internet-based test (iBT). Applicants with iBT speaking scores between 15 and 18 may be considered for provisional admission, which requires completion of specified remedial English courses ESL 114G (American Oral English for Academic Purposes) and/or ESL 116G (ESL/Composition for Academic Disciplines) and attainment of a grade of B or higher. The minimum acceptable composite score for the IELTS is 6.5.

International applicants are exempt from the TOEFL/IELTS requirement who have received a baccalaureate or a graduate degree from a college/university/institution in any of the following: Australia, Belize, British Caribbean and British West Indies, Canada (except Quebec), England, Guyana, Republic of Ireland, Liberia, New Zealand, Northern Ireland, Scotland, the United States, and Wales.

M.P.H. Admission Requirements
Admission to the Penn State MPH Program is granted jointly by the MPH Program and the Graduate School at Penn State.

For admission to the MPH Program, applicants must submit:
- Completed online Graduate School application with nonrefundable application fee
- Resume or curriculum vitae
- Statement of purpose
- Two letters of recommendation
- Two official transcripts from all colleges and universities attended
- Official scores from one of the following standardized tests taken within the past five years:
  - Graduate Record Examination (GRE), Medical College Admission Test (MCAT)

Standardized Test Requirement Waiver 1: This requirement is waived for applicants who have an advanced degree beyond the baccalaureate.

Standardized Test Requirement Waiver 2: This requirement may be waived for applicants who, prior to submitting the application for admission, have successfully completed (with a grade of B or better in each course):
- At least one 3-credit graduate-level course in biostatistics; AND
- At least one 3-credit graduate-level course in epidemiology; AND
- At least one 3-credit graduate-level course in the social and behavioral sciences or health services administration core areas of public health

Dr. P.H. Admission Requirements
- Three recommenders to provide letters of academic and professional reference
- Statement of purpose
  - Describe why you want to pursue a DrPH, how you plan to use your education and training, the needs and/or challenges you perceive as important in your field of study, and any
Program Change Proposal for the Master of Public Health (MPH) in Public Health Degree Program

personal qualities, characteristics, skills and experiences you believe will enable you to be successful in public health

Official Graduate record Examination (GRE) scores taken within the past five years

Official transcripts from all colleges and universities attended

CV or resume

M.P.H. Degree Requirements

Requirements listed here are in addition to requirements stated in the DEGREE REQUIREMENTS section of the Graduate Bulletin.

MPH students must complete a total of 45 credits of graduate level course work, the majority of which are 500 level courses, specifically:

27 credits in prescribed courses, including:
- 21 credits of core classroom-based courses
- 3 credit practicum experience
- 3 credit capstone

18 credits in elective courses

The capstone course provides the students with the knowledge and skills to design, carry out, and present a scholarly public health project based upon competencies gained in previous courses. Topics include defining a scholarly project, selecting a topic and project type, describing the problem, reviewing the literature, identifying project methodology, presenting project results, ethics and scholarly work, writing and critiquing scholarly work, and creating and delivering a poster presentation.

Prescribed Courses: 27 credits
PHS 501(3), PHS 504(3) or BB H 504(3), PHS 520(3), PHS 536(3), PHS 542(3), PHS 550(3), PHS 571(3) or HPA 520(3), PHS 894(3), PHS 895A(3).

Additional Courses: 18 credits
The 18 credits of electives may be selected from a list of approved courses that is maintained by the graduate program office. Multiple tracks of specialization are available. Please visit www.mphprogram.psu.edu to learn more about the approved elective courses and available tracks.

Location: All PHS-designated courses may be completed in residence at the Penn State Hershey campus. The following PHS-designated courses also may be completed online via Penn State World Campus: PHS 504(3), PHS 520(3), PHS 542(3), PHS 550(3), PHS 571(3).

Joint Degree Offering with the Penn State Hershey College of Medicine

Degrees Conferred:
MD (Hershey)
MPH (Hershey)

Joint Degree Program
Program Change Proposal for the Master of Public Health (MPH) in Public Health Degree Program

The MPH in Public Health program and MD Program at Penn State Hershey College of Medicine offer a joint degree program leading to the degrees of Doctor of Medicine (MD) and Master of Public Health (MPH).

Admission Requirements
Admissions requirements for the MD/MPH program are the same as those for the MD and MPH in Public Health programs. MD/MPH students will have to meet the admissions requirements of both programs, and each program will make a separate admissions decision. Students will first apply and be accepted to the MD program at the Penn State College of Medicine. After being accepted to and matriculating at the Penn State MD program, MD students will be eligible to submit a Penn State Graduate Application for Admission to the MPH in Public Health. MD students may submit an application starting their first semester in the MD program up through the fall semester of their third year of medical school.

MD/MPH students who, for whatever reason, withdraw from the MD program retain the option of remaining in the MPH in Public Health program to earn the graduate degree.

MD/MPH Degree Requirements
MD/MPH degree requirements are the same as that of the standalone MPH degree program.

Transfer-Doubling Counting of Courses
Eighteen credits of MD coursework may be transferred-double-counted toward the MPH degree.

Advising of Students
All students in the MD/MPH program will have two academic advisors, one in the MPH degree program and one in the MD program.

Dr.P.H. Degree Requirements
Requirements listed here are in addition to requirements stated in the DEGREE REQUIREMENTS section of the Graduate Bulletin.

DrPH students must complete a minimum of 60 credits of graduate-level course work beyond a masters degree, the majority of which are 500-level and 800-level courses, specifically:

- 24 credits in prescribed, core classroom-based courses
- 21 credits in elective courses
  - 9 credits of track elective courses
  - 12 credits of general (cognate) elective courses
- 15 additional credits
  - 6 credits of Advanced Field Experience
  - 9 credits of Integrative Doctoral Research

Prescribed Courses: 24 credits
PHS 575(3); PHS 576(3); PHS 577(3); PHS 554(3); PHS 555(3); ADTED 550(3); and BIOET 501(3), BIOET 502(3), BUS 515(2), H P A 836(3), HLS 803(3), PHIL 432(3), PHIL 432(3), CAS 426W(3), HLTHL 961(3), or BUSAD 551(3); PHS 892(3)
Elective Courses: 21 credits
The remaining credits may be selected from a list of approved courses that is maintained by the graduate program office. Multiple tracks of specialization are available. Please visit www.med.psu.edu/mph to learn more about the approved elective courses and available tracks.

Additional credits: 15 credits
PHS 895B(6), PHS 894A(9)
DrPH students must meet Penn State doctoral degree requirements as outlined in the Graduate Bulletin, including candidacy examination and English competencies. DrPH students must also meet additional DrPH-specific requirements.

Dr.P.H. --Additional Specific Requirements
The Dr.P.H. degree is conferred in recognition of advanced preparation of a high order for work in the profession of education as evidenced by:
1. Satisfactory completion of a prescribed period of study;
2. Ability to apply translational science and implementation research findings in evidence-based public health practice;
3. Successful performance of candidacy and comprehensive examinations, covering public health core areas of study and a field of specialization; and
4. The preparation and acceptance of integrative doctoral research.

Residency requirements--The Doctor of Public Health requires 24 core credits to be taken in residence as a registered student engaged in academic work at the Hershey and Harrisburg campuses.

Admissions-- Applicants must have a graduate (e.g., masters) or advanced professional (e.g., MD) degree. Applicants without a Master of Public Health or related degree may be required to take core courses to ensure a firm foundation in the five discipline-specific MPH competency domains. Students will be advised of any additional required core courses upon receipt of the DrPH program acceptance letter.

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<tr>
<th>Master of Public Health (MPH) Core Courses*</th>
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<td>3</td>
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*Some courses may be waived based on masters-level coursework. Students must petition the head of the graduate program to obtain a waiver in advance.
Program Change Proposal for the Master of Public Health (MPH) in Public Health Degree Program

Comprehensive Examination--Upon completing all core and most cognate coursework, DrPH students will take comprehensive exams to ensure they meet DrPH core and track program competencies. Comprehensive exams will be overseen and evaluated by students’ doctoral committee.

Integrative Doctoral Research--DrPH students will be required to complete two major components for their DrPH integrative experience: two publishable-quality manuscripts and a doctoral portfolio. With guidance from their doctoral adviser and doctoral committee, students will develop two manuscripts that comprehensively address, generate, and/or interpret and evaluate knowledge applicable to public health practice. Manuscripts are encouraged to be of an applied nature and must demonstrate students’ abilities to conduct independent research on a contemporary public health issue. Students will demonstrate the application of advanced public health practice skills and knowledge in the design and execution of a scholarly project, the analysis and interpretation of the findings, and the application of the new knowledge to advance public health practice. This work should contribute to the evidence base of public health practice, be of publishable quality, and demonstrate critical thinking and rigorous analytic strategies.

Throughout their doctoral program, students will develop a doctoral portfolio that will document how DrPH courses, advanced field experience, other experiential learning, and self-knowledge has informed their leadership style and approach to integrating evidence-based research into public health practice. Components of the portfolio may include, but are not limited to, research (e.g., publications, conference presentations), teaching (academic and non-academic, community-based teaching), and field and other service learning experiences. Portfolios will require reflection on in-class and out-of-class experiences and demonstrate students’ broad public health knowledge, specialized knowledge, translation of this knowledge into evidence-based public health practice, and leadership style.

Integrative Doctoral Research will demonstrate the following competencies: data and analysis, communication, systems thinking, leadership, critical thinking, and problem solving. Written and oral presentation of this work will be required.

PUBLIC HEALTH (PH) course list
VI. Current Graduate Bulletin (from Graduate Bulletin website) with Track Changes

Public Health (PH)
Program Home Page

VERNON M. CHINCHILLI, Chair of the Department of Public Health Sciences
College of Medicine, Penn State Milton S. Hershey Medical Center
Hershey, PA 17033
717-531-7178

Degree Conferred:
M.P.H., Dr.P.H.

The Graduate Faculty

The Program
The Master of Public Health (M.P.H.) in Public Health program is a professional degree program that builds knowledge and skills in the five core areas of public health: biostatistics, environmental health sciences, epidemiology, health services administration, and social and behavioral sciences. In addition, the M.P.H. in Public Health program advances expertise in community and behavioral health, epidemiology and biostatistics, and health systems organization and policy. The M.P.H. degree leads to careers in a wide variety of fields and settings, including local, state, and federal government agencies; health care settings; health insurance industry; health services networks; nonprofits; and the pharmaceutical industry.

The Doctor of Public Health (Dr.P.H.) in Public Health is a professional degree program that provides advanced public health education and training to prepare its graduates for evidence-based practice and leadership in the application of translational science and implementation research findings. It allows graduates to pursue career opportunities in the federal, state, and local government, as well as in the non-profit, academic, and private sectors. Educationally it places an emphasis on discovery, teaching, integration, and application with a primary purpose of bridging research and practice to protect and improve the public’s health. The Dr.P.H. builds on Master of Public Health (M.P.H.) competency domains and, as a professional degree, integrates public health practice and project-based learning with local, state, and federal networks to enrich learning in health policy and program development and implementation. Dr.P.H. program of study includes coursework, an advanced field experience, and integrative doctoral research and provides an opportunity for further specialization within a specified cognate.

Admission Requirements
Requirements listed here are in addition to general Graduate Council requirements stated in the GENERAL INFORMATION section of the Graduate Bulletin.

For admission to the Graduate School, an applicant must hold either (1) a baccalaureate degree from a regionally accredited U.S. institution or (2) a tertiary (postsecondary) degree that is deemed comparable to a four-year bachelor’s degree from a regionally accredited U.S. institution. This degree must be from an officially recognized degree-granting institution in the country in which it operates.
Program Change Proposal for the Master of Public Health (MPH) in Public Health Degree Program

The language of instruction at Penn State is English. All international applicants must take and submit scores for the TOEFL (Test of English as a Foreign Language) or the IELTS (International English Language Testing System), with the exceptions noted below. The minimum acceptable score for the TOEFL is 550 for the paper-based test, or a total score of 80 with a 19 on the speaking section for the internet-based test (iBT). Applicants with iBT speaking scores between 15 and 18 may be considered for provisional admission, which requires completion of specified remedial English courses ESL 114G (American Oral English for Academic Purposes) and/or ESL 116G (ESL/Composition for Academic Disciplines) and attainment of a grade of B or higher. The minimum acceptable composite score for the IELTS is 6.5.

International applicants are exempt from the TOEFL/IELTS requirement who have received a baccalaureate or a graduate degree from a college/university/institution in any of the following: Australia, Belize, British Caribbean and British West Indies, Canada (except Quebec), England, Guyana, Republic of Ireland, Liberia, New Zealand, Northern Ireland, Scotland, the United States, and Wales.

M.P.H. Admission Requirements
Admission to the Penn State MPH Program is granted jointly by the MPH Program and the Graduate School at Penn State.

For admission to the MPH Program, applicants must submit:
- Completed online Graduate School application with nonrefundable application fee
- Resume or curriculum vitae
- Statement of purpose
- Two letters of recommendation
- Two official transcripts from all colleges and universities attended
- Official scores from one of the following standardized tests taken within the past five years:
  - Graduate Record Examination (GRE), Medical

Standardized Test Requirement Wavier 1: This requirement is waived for applicants who have an advanced degree beyond the baccalaureate.

Standardized Test Requirement Wavier 2: This requirement may be waived for applicants who, prior to submitting the application for admission, have successfully completed (with a grade of B or better in each course):
- At least one 3-credit graduate-level course in biostatistics; AND
- At least one 3-credit graduate-level course in epidemiology; AND
- At least one 3-credit graduate-level course in the social and behavioral sciences or health services administration core areas of public health

Dr.P.H. Admission Requirements
- Three recommenders to provide letters of academic and professional reference
- Statement of purpose
  - Describe why you want to pursue a DrPH, how you plan to use your education and training, the needs and/or challenges you perceive as important in your field of study, and any
Program Change Proposal for the Master of Public Health (MPH) in Public Health Degree Program

personal qualities, characteristics, skills and experiences you believe will enable you to be successful in public health

Official Graduate record Examination (GRE) scores taken within the past five years
Official transcripts from all colleges and universities attended
CV or resume

M.P.H. Degree Requirements
Requirements listed here are in addition to requirements stated in the DEGREE REQUIREMENTS section of the Graduate Bulletin.

MPH students must complete a total of 45 credits of graduate level course work, the majority of which are 500 level courses, specifically:
- 27 credits in prescribed courses, including:
  - 21 credits of core classroom-based didactic courses
  - 3 credit practicum experience
  - 3 credit capstone
- 18 credits in elective courses

The capstone course provides the students with the knowledge and skills to design, carry out, and present a scholarly public health project based upon competencies gained in previous courses. Topics include defining a scholarly project, selecting a topic and project type, describing the problem, reviewing the literature, identifying project methodology, presenting project results, ethics and scholarly work, writing and critiquing scholarly work, and creating and delivering a poster presentation.

Prescribed Courses: 27 credits
PHS 501(3), PHS 504(3) or BB H 504(3), PHS 520(3), PHS 536(3), PHS 542(3), PHS 550(3), PHS 571(3) or HPA 520(3), PHS 894(3), PHS 895A(3).

Additional Courses: 18 credits
The 18 credits of electives may be selected from a list of approved courses that is maintained by the graduate program office. Multiple tracks of specialization are available. Please visit med.psu.edu/mph to learn more about the approved elective courses and available tracks.

Location: All PHS-designated courses may be completed in residence at the Penn State Hershey campus. The following PHS-designated courses also may be completed online via Penn State World Campus: PHS 504(3), PHS 520(3), PHS 542(3), PHS 550(3), PHS 571(3).

Joint Degree Offering with the Penn State Hershey College of Medicine

Degrees Conferred:
MD (Hershey)
MPH (Hershey)

Joint Degree Program
Program Change Proposal for the Master of Public Health (MPH) in Public Health Degree Program

The MPH in Public Health program and MD Program at Penn State Hershey College of Medicine offer a joint degree program leading to the degrees of Doctor of Medicine (MD) and Master of Public Health (MPH).

**Admission Requirements**
Admissions requirements for the MD/MPH program are the same as those for the MD and MPH in Public Health programs. MD/MPH students will have to meet the admissions requirements of both programs, and each program will make a separate admissions decision. Students will first apply and be accepted to the MD program at the Penn State College of Medicine. After being accepted to and matriculating at the Penn State MD program, MD students will be eligible to submit a Penn State Graduate Application for Admission to the MPH in Public Health. MD students may submit an application starting their first semester in the MD program up through the fall semester of their third year of medical school.

MD/MPH students who, for whatever reason, withdraw from the MD program retain the option of remaining in the MPH in Public Health program to earn the graduate degree.

**MD/MPH Degree Requirements**
MD/MPH degree requirements are the same as that of the standalone MPH degree program.

**Transfer-Double-Counting of Courses**
Eighteen credits of MD coursework may be transferred-double-counted toward the MPH degree.

**Advising of Students**
All students in the MD/MPH program will have two academic advisors, one in the MPH degree program and one in the MD program.

**Dr.P.H. Degree Requirements**
Requirements listed here are in addition to requirements stated in the DEGREE REQUIREMENTS section of the Graduate Bulletin.

DrPH students must complete a minimum of 60 credits of graduate-level course work beyond a masters degree, the majority of which are 500-level and 800-level courses, specifically:

- 24 credits in prescribed, core classroom-based courses
- 21 credits in elective courses
  - 9 credits of track elective courses
  - 12 credits of general (cognate) elective courses
- 15 additional credits
  - 6 credits of Advanced Field Experience
  - 9 credits of Integrative Doctoral Research

**Prescribed Courses:** 24 credits
PHS 575(3); PHS 576(3); PHS 577(3); PHS 554(3); PHS 555(3); ADTED 550(3); and BIOET 501(3), BIOET 502(3), BUS 515(2), H P A 836(3), HLS 803(3), PHIL 432(3), PHIL 432(3), CAS 426W(3), HLTHL 961(3), or BUSAD 551(3); PHS 892(3)
Elective Courses: 21 credits
The remaining credits may be selected from a list of approved courses that is maintained by the graduate program office. Multiple tracks of specialization are available. Please visit www.med.psu.edu/mph to learn more about the approved elective courses and available tracks.

Additional credits: 15 credits
PHS 895B(6), PHS 894A(9)
DrPH students must meet Penn State doctoral degree requirements as outlined in the Graduate Bulletin, including candidacy examination and English competencies. DrPH students must also meet additional DrPH-specific requirements.

Dr.P.H. --Additional Specific Requirements
The Dr.P.H. degree is conferred in recognition of advanced preparation of a high order for work in the profession of education as evidenced by:

1. Satisfactory completion of a prescribed period of study;
2. Ability to apply translational science and implementation research findings in evidence-based public health practice;
3. Successful performance of candidacy and comprehensive examinations, covering public health core areas of study and a field of specialization; and
4. The preparation and acceptance of integrative doctoral research.

Residency requirements--The Doctor of Public Health requires 24 core credits to be taken in residence as a registered student engaged in academic work at the Hershey and Harrisburg campuses.

Admissions-- Applicants must have a graduate (e.g., masters) or advanced professional (e.g., MD) degree. Applicants without a Master of Public Health or related degree may be required to take core courses to ensure a firm foundation in the five discipline-specific MPH competency domains. Students will be advised of any additional required core courses upon receipt of the DrPH program acceptance letter.

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*Some courses may be waived based on masters-level coursework. Students must petition the head of the graduate program to obtain a waiver in advance.
Program Change Proposal for the Master of Public Health (MPH) in Public Health Degree Program

Comprehensive Examination--Upon completing all core and most cognate coursework, DrPH students will take comprehensive exams to ensure they meet DrPH core and track program competencies. Comprehensive exams will be overseen and evaluated by students’ doctoral committee.

Integrative Doctoral Research--DrPH students will be required to complete two major components for their DrPH integrative experience: two publishable-quality manuscripts and a doctoral portfolio. With guidance from their doctoral adviser and doctoral committee, students will develop two manuscripts that comprehensively address, generate, and/or interpret and evaluate knowledge applicable to public health practice. Manuscripts are encouraged to be of an applied nature and must demonstrate students’ abilities to conduct independent research on a contemporary public health issue. Students will demonstrate the application of advanced public health practice skills and knowledge in the design and execution of a scholarly project, the analysis and interpretation of the findings, and the application of the new knowledge to advance public health practice. This work should contribute to the evidence base of public health practice, be of publishable quality, and demonstrate critical thinking and rigorous analytic strategies.

Throughout their doctoral program, students will develop a doctoral portfolio that will document how DrPH courses, advanced field experience, other experiential learning, and self-knowledge has informed their leadership style and approach to integrating evidence-based research into public health practice. Components of the portfolio may include, but are not limited to, research (e.g., publications, conference presentations), teaching (academic and non-academic, community-based teaching), and field and other service learning experiences. Portfolios will require reflection on in-class and out-of-class experiences and demonstrate students’ broad public health knowledge, specialized knowledge, translation of this knowledge into evidence-based public health practice, and leadership style.

Integrative Doctoral Research will demonstrate the following competencies: data and analysis, communication, systems thinking, leadership, critical thinking, and problem solving. Written and oral presentation of this work will be required.

PUBLIC HEALTH (PH) course list
Program Change Proposal for the Master of Public Health (MPH) in Public Health Degree Program

VII. Letters of Support

(1) Vernon M. Chinchilli, PhD
(2) Collins Airhihenbuwa, PhD
(3) Patria de Lancer Julnes, PhD
(4) Marianne Hillemeier, PhD
(5) David Hunter, PhD
(6) Cynthia Robinson
(7) David Sylvia
Dear Farah:

The purpose of this letter is to confirm that I support the proposed curricular changes in the Penn State MPH Program. The need for these changes in the program has become obvious to all involved during the past few years. I believe that the changes, if approved, will strengthen even further what already is a strong program.

Sincerely,

Vernon M. Chinchilli, PhD
Distinguished Professor and Chair
Department of Public Health Sciences
Penn State College of Medicine
vchinchi@psu.edu

August 4, 2015
Dear Farah,
Yes, I continue to support this proposal as I indicated previously. Take care.
Collins
From: PATRIA D DE LANCER JULNES [mailto:pdd10@psu.edu]
Sent: Thursday, August 13, 2015 6:33 PM
To: Farah Kauffman
Subject: Re: Formal Consultation/Email of Support Request

Hello Mr. Kauffman,
We don’t have any questions and fully support your proposal.
Best of luck.

Patria de Lancer Julnes, Ph.D.
Director, School of Public Affairs
Penn State Harrisburg
Mailing Address:
777 W. Harrisburg Pike
Middletown, PA 17057
Office Address: 153 W Olmsted
Phone: 717-948-6693
E-mail: pdd10@psu.edu or patriajulnes@psu.edu
Hi Farah,

Nice to see you too! I support the proposal.

Best wishes,
Marianne
Program Change Proposal for the Master of Public Health (MPH) in Public Health Degree Program

From: David Hunter [mailto:dhunter@stat.psu.edu]
Sent: Friday, August 07, 2015 8:14 AM
To: Farah Kauffman
Subject: Re: Proposal to Offer Blended MPH Program
Importance: High

Dear Farah,

I have consulted with a couple of my colleagues and we are in agreement that this is a good program. We support it.

Best wishes,

Dave

David Hunter
Professor and Head
Department of Statistics
Penn State University
Phone: (814) 865-1348
Fax: (814) 863-7114
www.stat.psu.edu/~dhunter
From: Robinson, Cynthia [mailto:crobinson1@hmc.psu.edu]
Sent: Tuesday, August 18, 2015 10:46 AM
To: Farah Kauffman
Subject: RE: Public Health Certificate

Farah,

Very well done, makes sense to me. Just one question, under the V. Proposed Graduate Bulletin, you changed the language under Location to include the option for online completion of the 15 credits for the specific courses outlined. Under MPH Degree Requirements you list the credits and courses needed to complete the degree. You say “21 Credits of core classroom-based courses”. Classroom-based would appear to imply a residence requirement. Could this be confusing??

See below:

Members of the Graduate Council Committee on Programs and Courses:

This letter represents an endorsement by the George T. Harrell Health Sciences Library for the program change proposal for the Master of Public Health (MPH) in Public Health Degree Program to offer a blended program.

The George T. Harrell Health Sciences Library has sufficient resources and services to more than adequately serve the Master of Public Health (MPH) in Public Health Degree Program. Because University Libraries functions as “one library, geographically dispersed”, students and faculty will have access to a broad range of resources regardless of campus location or online via World Campus. We believe the collections available through University Libraries across all 24 campuses, including here at the Harrell Health Sciences Library, will support the needs of students enrolled in this new program. In addition, University Libraries supports access to library resources and services for online students via the World Campus Portal at http://www.libraries.psu.edu/psul/wc.html.

At the present, we are not aware of any resources for the MPH program we would not be able to make available or obtain if requested.

Faculty and staff at the George T. Harrell Library also provide a Library overview during Orientation to graduate students, to ensure they are aware of and have the necessary tools and resources available to them.

Sincerely,

Cynthia Robinson, BA, MA, AHIP
Associate Librarian - Tenured
Director, George T. Harrell Health Sciences Library
Penn State Hershey
Milton S. Hershey Medical Center
Penn State College of Medicine
500 University Drive, PO Box 850
Hershey, PA 17033-0850
Phone: 717-531-8628
FAX: 717-531-8636
crobinson1@hmc.psu.edu
MEMO

To: Vernon Chinchilli, Chair of the Department of Public Health Sciences

Fr: David Sylvia, DAA for Graduate Programs

Da: August 4, 2015

Re: Program Change Proposal for the Master of Public Health

I am pleased to support the program change proposal for the Master of Public Health to offer the Graduate Certificate in Public Health and core courses for the Master of Public Health off-campus and online to students at a distance via the World Campus. The World Campus is prepared to deliver these courses in partnership with the College of Medicine at Revenue Distribution Category (RDC) 1, as described in Section 8 of the World Campus Administrative Manual.

If during the review process by the Graduate Council there are questions or concerns to which the World Campus can help respond, please feel free to contact me.

Thank you.

c: Farah Kauffman, Deputy Director, MPH Program
    Traci Piazza, Program Manager, World Campus