

THE UNIVERSITY OF NORTH CAROLINA AT ASHEVILLE
FACULTY SENATE

Senate Document Number 3215S
Date of Senate Approval 03/03/15

Statement of Faculty Senate Action:

APC Document 24 (MGMT): **Delete MGMT 220, replacing with MGMT 130;**
 Delete MGMT 313, replacing with MGMT 230;
 Delete MGMT 350, replacing with MGMT 250;
 Delete MGMT 401, replacing with MGMT 403;
 Increase the credit hours and change course descriptions for
 MGMT 300, 380, 386, 398, 480;
 Decrease the credit hours and adjust course descriptions as
 needed for MGMT 323, 343, 352, 357, 360, 362, 388, 423, 424,
 453, 458, 460, 464, 465, 481

Effective Date: Fall 2015

1. Delete: On page 204, the entry for **MGMT 220, Foundations of Management (3)**

220 Foundations of Management (3)

An introduction to the concepts and skills within the management discipline. Covers management fundamentals required for subsequent courses in Accounting and Management degree programs. Pre- or corequisite: LANG 120. Fall and Spring.

Add: On page 204, replacement course, **MGMT 130:**

130 Introductory Seminar in Organizations (2)

Introduces students to the complex nature of managing, leading, and interacting with organizations in society. Focus will be on simultaneously learning and challenging the historical roots of management and leadership theory related to individual behavior, social interaction, and environmental forces (i.e., political, economic, technological, and cultural). Students will also learn foundational skills in disciplinary writing, project management, oral communication, critical reading, and self- and social-awareness. Emphasis will be on introducing students to departmental and professional expectations in the field. Pre- or corequisite: LANG 120. Fall and Spring.

Impact: See the overall impact statement at the end of the document.

Rationale: MGMT 130 will be the redesigned MGMT 220, serving as the introductory course for students interested in management and organization studies. The current course is listed as a 200-level course, but students have typically enrolled in their first year. In addition, this is the foundational course that new Management and Accounting majors must complete prior to the 200-level courses whereby content and skills will be reinforced and further developed. The 2-credit hour conversion reflects an intentional effort to offer a preview of department and professional expectations in our field so students can survive and thrive in our program, graduate school, and in organizations (entrepreneurial forms, movements, non-governmental organizations, business, government, etc.). We will also use this course to begin acculturating them into the inter- and multidisciplinary frameworks that guide the study of organizations. Myths and trends in 21st century management, leadership, and organization studies will be explored as an attempt to move students beyond the traditional

managerialistic and profit-only perspectives. We will focus on empathy development, individual well-being, and societal consequences of organized efforts. We also believe that students need a course that introduces them to basic project management skills that will afford them an opportunity to work collaboratively in our programs of study. While we firmly believe in exposing them to introductory content to understand individual behavior, group phenomenon, environmental forces, and strategic considerations, we also seek to help students learn how to solve problems using critical thinking, theory application, and a healthy critique of current best practices.

2. Delete: On page 204, the entry for **MGMT 300, Legal and Ethical Environment:**

300 Legal and Ethical Environment (3)

Emphasizes the role of ethics, the law, and their relationship in the business environment. Topics include structure of the court system, social responsibility and business, white-collar crime, employment relationships and discrimination, agency, alternative dispute resolution, securities and antitrust, and consumer protection. Critical thinking exercises utilize casework and library and electronic research. Fall and Spring.

Add: On page 204, in place of deleted entry:

300 Legal and Ethical Environment (4)

Emphasizes the role of ethics and law in business and other forms of organizing. Select topics include sources of law and legal reasoning, ethical decision-making, the court system, alternative dispute resolution, the constitution, administrative agencies, white-collar crime, international law, contracts, torts, product liability, intellectual property, employment law, and regulatory topics, among others. Prerequisites: ACCT 216, MGMT 230 and junior standing or permission of instructor. Fall and Spring.

Impact: See the overall impact statement at the end of the document.

Rationale: The revised MGMT 300 will expand ethical content and offer depth and breadth of in-class application to varying organizational contexts. Changing to 4-credit hours reflects an expansion of the ethical content. Due to the proposed elimination of MGMT 484, ethics content must be shifted elsewhere in the program per expectations of AACSB. Currently, there is inadequate time for the existing ethics content in the course because coverage of essential legal topics requires 3 hours. Substantial ethics content is essential to the program to provide students with the awareness that problem solving does not end with legal analysis (the “moral minimum”) and to provide students with ethical problem-solving tools beyond mere application of the law. The 4-credit hour version also reflects an expansion of in-class application by way of case studies. Currently, to cover the existing ethical and legal content, necessary in-class application is omitted. In-class application is particularly important to ethics pedagogy to refine and practice ethical thought, including the application of ethical theories and decision making-models to case studies. Thus, shifting to a 4-credit course would ensure the breadth and depth of coverage for relevant material and ensure greater flexibility and creativity for pedagogical delivery (case studies, debates, and the like). The changes to the prerequisites are needed to make the education and experience level of the class more homogeneous. Many students wait to take MGMT 300 in their senior year, while many sophomores attempt to register for the class because it is a required class without prerequisites. The difference in education and experience level significantly affects the students’ performance, putting sophomores at a disadvantage. In addition, the widely disparate student backgrounds compromise content coverage. Further, it can be difficult for students to understand the relevance of the legal and ethical topics without some exposure to management and/or accountancy courses. The minor changes to the course description reflect more accurately the legal topics covered. The current description is unbalanced in that it lists legal topics that are not necessarily covered in detail and excludes topics that are covered

in depth. The addition of “other forms of organizing” in the description’s first sentence parallels student pursuits in the nonprofit or government sectors.

3. Delete: On page 204, the entry for **MGMT 313, Organizational Behavior:**

313 Organizational Behavior (3)

Focuses on the element of management that relates to human interaction. Emphasis is placed on the concepts, theories and skills relevant to individual, team and organizational processes. Prerequisite: MGMT 220. Fall and Spring.

Add: On page 204, replacement course, **MGMT 230:**

230 Organizational Behavior and Theory (4)

Introduces students to the major theoretical perspectives in both macro and micro organization studies. This interdisciplinary course focuses on the historical and modern contributions of the social science disciplines to the study of public, for-profit, and non-profit organizations of all sizes. Emphasis is placed on the concepts, theories, and skills relevant to individual, team, and organizational processes. Prerequisite: MGMT 130. Fall and Spring.

Impact: See the overall impact statement at the end of the document.

Rationale: MGMT 230 will be the redesigned MGMT 313. The current course is listed at the 300-level, but students have typically enrolled in their sophomore year. In addition, this is a continuation of the 130 introductory seminar course whereby students will progress into further depth and breadth of content. Since this is an introductory survey course, we believe changing it to a 200-level will signal to students that we prefer they take this course earlier in their career. Changing to 4-credit hours reflects a consolidation of some content due to the proposed redesign of MGMT 220 to a 2-credit introductory seminar. This proposed MGMT 230 course presents an intentional opportunity to shift from simply focusing on micro-level phenomena (individual behavior and group dynamics) to also include the organization as the level of analysis. For example, traditional organizational behavior topics such as emotions, motivation, communication, intra-workplace politics, and ethical decision-making will be complemented by organizational theory content (e.g., institutional contexts, inter-organizational networks, structural design, and organizational culture). Students will gain familiarity with the literature, learn how to critically evaluate theory and conventional wisdom, develop analytical skills to diagnose complex organizational phenomena, and recommend strategies to solve problems. The additional hour will not only permit exposure to further content, but also opportunity for writing workshops and interactive case exercises. The course is currently used to evaluate writing competency in the major. For students who transfer in this course, they may fulfill the writing competency in any of the three Experiential Learning Options (MGMT 489, 499, or Study Abroad).

4. Delete: On page 205, the entry for **MGMT 323, Human Resources Management:**

323 Human Resources Management (3)

Introduces students to key Human Resource Management (HRM) processes/systems in organizations (job analysis, recruitment, selection, training, employee development, and compensation) and topics related to legal issues, labor relations and global issues. The strategic implications of HRM as a competitive advantage will be a central theme. Each topic will be presented in the context of the managerial functions of planning, leading, organizing and controlling. Prerequisite: MGMT 313. Spring.

Add: On page 205, in place of deleted entry:

323 Human Resource Management (2)

Introduces students to key Human Resource Management (HRM) processes/systems

in organizations (job analysis, recruitment, selection, training, employee development, and compensation) and topics related to legal issues, labor relations, and global issues. The strategic implications of HRM as a competitive advantage will be a central theme. Each topic will be presented in the context of the managerial functions of planning, leading, organizing and controlling. Prerequisite: MGMT 230. Fall.

Impact: See the overall impact statement at the end of the document.

Rationale: MGMT 323 will not substantively change other than the decrease to 2-credit hours and the frequency of offering. We believe that much of the content will remain even with the decrease in contact hours. However, we envision that some of the material will be introduced in the redesigned MGMT 300 and MGMT 230. This is part of a larger effort to allow students increased access to content areas across multiple topical areas, but still ensure they are offered in-depth coverage in the particular courses. This change will also ensure a more sustainable curriculum. MGMT 323 has been typically offered twice per year (fall/spring), but moving forward we have the flexibility to offer it twice each fall semester using Terms 1 and 2.

5. **Delete:** On page 205, the entry for **MGMT 343, Sport Management:**

343 Sport Management (3)

An introduction to the scope of sport enterprise including how business is involved in sport, and an overall evaluation of sport management as a profession. This course provides detailed overview of the sports industry and its management and business practices. Students will study organizational theory and design, human resources, decision making, policy development, planning, and governance in the context of sport organizations. Prerequisite: MGMT 220. See department chair.

Add: On page 205, in place of deleted entry:

343 Sport Management (2)

An introduction to the scope of sport enterprise including how business is involved in sport, and an overall evaluation of sport management as a profession. This course provides detailed overview of sport industries and its management and business practices. Students will study organizational theory and design, human resources, decision making, policy development, planning, and governance in the context of sport organizations. Prerequisites: MGMT 230 and MGMT 250. Odd years Spring.

Impact: See the overall impact statement at the end of the document.

Rationale: MGMT 343 will not substantively change other than the decrease to 2-credit hours and the frequency of offering. We believe that much of the content will remain even with the decrease in contact hours. This is part of a larger effort to allow students increased access to content areas across multiple topical areas, but still ensure they are offered in-depth coverage in the particular courses. This change will also ensure a more sustainable curriculum. Like all other changes to course descriptions, we specifically identify when MGMT 343 will be offered to assist in advising and student planning. It will be scheduled during either Term 1 or Term 2 in the spring semester during odd years.

6. **Delete:** On page 205, the entry for **MGMT 350, Marketing Principles:**

350 Marketing Principles (3)

Focuses on the elements of the marketing mix (product, price, promotion and place) and the marketing concept. Marketing terminology and selected marketing models

and theories are presented. Application and integration of these theories and models are required. Prerequisite: MGMT 220. Fall and Spring.

Add: On page 204, replacement course, **MGMT 250:**

250 Marketing Principles (4)

Focuses on the elements of the marketing mix (product, price, promotion and place) and the marketing concept. Marketing terminology and selected marketing models and theories are presented. Application and integration of these theories and models are required. Prerequisite: MGMT 130. Fall and Spring.

Impact: See the overall impact statement at the end of the document.

Rationale: MGMT 250 will be the redesigned MGMT 350. Shifting it to a 4-credit course will ensure breadth of coverage for relevant material and ensure greater flexibility and creativity for pedagogical delivery (formal debates, extended case studies, and alike that have otherwise been omitted). The current course is listed as a 300-level, but students have typically enrolled in their sophomore year. In addition, this is a continuation of content from the new MGMT 130 introductory seminar course whereby students will further explore introductory content that would have been otherwise introduced in the earlier version of MGMT 220 (such as product life cycle). Since this is an introductory survey course, we believe changing it to a 200-level will intentionally signal to students that we prefer they take this course earlier in their career.

7. **Delete:** On page 205, the entry for **MGMT 352, Applied Research:**

352 Applied Research (3)

Emphasizes the importance of research and the research method in management decision making. Provides a foundation for gathering information and making decisions in a business setting by providing an overview of various research designs. This course examines the application of statistics to management research. Design of a practical management research project required. Prerequisites: MGMT 220, STAT 185 and junior standing. No credit given if credit received for MGMT 351. Fall and Spring.

Add: On page 205, in place of deleted entry:

352 Applied Research (2)

Emphasizes the importance of research design and methodology in management decision-making. Provides a foundation for gathering information and making decisions by providing an overview of various research designs and methods. Design of a practical management research project required. Prerequisites: MGMT 230, STAT 185 or STAT 225, and junior standing. Even years Spring.

Impact: See the overall impact statement at the end of the document.

Rationale: MGMT 352 will not substantively change other than the decrease to 2-credit hours and the frequency of offering. We believe that much of the content will remain even with the decrease in contact hours. This is part of a larger effort to allow students increased access to content areas across multiple topical areas, but still ensure they are offered in-depth coverage in the particular courses. This change will also ensure a more sustainable curriculum. It will be scheduled during either Term 1 or Term 2 in the spring semester during even years. This is no longer required for students in the major, but rather an upper-level elective. Therefore, we have reduced the frequency at which it is offered. In addition, for a variety of reasons some students may seek permission to enroll in another

methods course taught in another social science department, which would be an acceptable substitute for MGMT 352.

8. Delete: On page 205, the entry for **MGMT 357, Promotion Management:**

357 Promotion Management (3)

An examination of the promotional process, focusing on how the five aspects of the promotional mix (advertising, direct marketing, sales promotion, publicity and public relations, and personal selling) are interrelated, and their effects on both consumers and businesses. Prerequisite: MGMT 350. Spring.

Add: On page 205, in place of deleted entry:

357 Promotion Management (2)

Examines the promotional process, focusing on how the five aspects of the promotional mix (advertising, publicity/public relations, personal selling, sales promotions, and social media) are interrelated. Students also examine the promotional effects on both consumers and businesses. Prerequisite: MGMT 250. Spring.

Impact: See the overall impact statement at the end of the document.

Rationale: MGMT 357 will not substantively change other than the decrease to 2-credit hours and the frequency of offering. We believe that much of the content will remain even with the decrease in contact hours. Currently this course is taught with the practical component of students having to make their own 30-second TV commercial. A survey of former students shows that it would be possible to learn how to use the camera, storyboard the ad, and do the final editing in a seven-week course. As well, it needs to be considered that not all instructors use this type of project. Students will be well prepared for the MGMT 357 course content given that some original content will be made available in MGMT 250 to minimize unnecessary content repetition. This is part of a larger effort to allow students increased access to content areas across multiple topical areas, but still ensure they are offered in-depth coverage in the particular courses. This change will also ensure a more sustainable curriculum. It will be scheduled during either Term 1 or Term 2 each spring semester.

9. Delete: On page 205, the entry for **MGMT 360, Introduction to Entrepreneurship:**

360 Introduction to Entrepreneurship (3)

The special problems, required analyses, and unique managerial skills involved in the development and operation of a small business. Prerequisite: Junior standing or permission of instructor. See department chair.

Add: On page 205, in place of deleted entry:

360 Foundations of Entrepreneurship (2)

Challenges students to develop a rigorous understanding of the entrepreneurial mindset. Students will study a wide range of entrepreneurial ventures, including lifestyle businesses and self-employment, family business management, high-tech and high-growth entrepreneurship, intrapreneurship, and social entrepreneurship. Students will engage in self-assessments and understand what is required and advantageous in embarking upon an entrepreneurial career. Prerequisite: Junior standing or permission of instructor. Fall.

Impact: See the overall impact statement at the end of the document.

Rationale: The revised MGMT 360 and the new MGMT 363, The Entrepreneurial Experience, will be a sequence offered each fall semester in Term 1 and Term 2, respectively. We believe that much of the content in MGMT 360 will remain even with the decrease in contact hours, but some material may be reemphasized and applied in the new MGMT 363. External stakeholders, and particularly business leaders, are demanding that college graduates come to the workforce with the following traits and abilities: optimism and possibility thinking, a strong sense of initiative and self-direction, creative problem-solving abilities, capacity for innovation and “out of the box” thinking, creating value with scarce resources, and willingness to take calculated risks. In other words, students enrolled in these courses will be best equipped for success with a well-developed entrepreneurial mindset. This is part of a larger effort to allow students increased access to content areas across multiple topical areas, but still ensure they are offered in-depth coverage in the particular courses.

10. Delete: On page 206, the entry for **MGMT 362, Advances in Quality Control:**

362 Advances in Quality Control (3)

Proactive rather than reactive principles of quality control. The course includes history of current quality control organizational practices, examines attribute and variable control charts, six sigma, six sigma lean, and short run control charts, explores experimental design using Taguchi Methods, and reflects on future methods and techniques. Prerequisite: STAT 185 or 225 or PSYC 202. Even years Fall.

Add: On page 206, in place of deleted entry:

362 Advances in Quality Control (2)

Proactive rather than reactive principles of quality control. The course includes history of current quality control organizational practices, examines attribute and variable control charts, six sigma, six sigma lean, and short run control charts, explores experimental design using Taguchi Methods, and reflects on future methods and techniques. Prerequisite: STAT 185 or STAT 225 or PSYC 202. Fall.

Impact: See the overall impact statement at the end of the document.

Rationale: MGMT 362 will not substantively change other than the decrease to 2-credit hours. We believe that much of the content will remain even with the decrease in contact hours. The course will cover the basic concepts and advances in the areas of quality control. This will allow the student to expand their expertise in operations management without duplication from MGMT 380. This is part of a larger effort to allow students increased access to content areas across multiple topical areas, but still ensure they are offered in-depth coverage in the particular courses. This change will also ensure a more sustainable curriculum. MGMT 362 will be scheduled during either Term 1 or Term 2 each fall semester.

11. Delete: On page 206, the entry for **MGMT 380, Management Science:**

380 Management Science (3)

The application of quantitative methods to decision making. Emphasis is placed on linear programming and related topics, decisions theory, Markov chains, network analysis, forecasting, inventory models and simulation. Prerequisites: STAT 185 or 225 or PSYC 202. Fall and Spring.

Add: On page 206, in place of deleted entry:

380 Management Science (4)

The application of quantitative methods to decision making. Emphasis is placed on decision theory, program evaluation review technique (PERT), critical path method

(CPM), inventory theory and modeling, linear programming and related topics, and forecasting. Students must enroll in both the course and the laboratory concurrently. Prerequisites: MGMT 230; STAT 185 or STAT 225 or PSYC 202. Fall and Spring.

Impact: See the overall impact statement at the end of the document.

Rationale: MGMT 380 was originally designed and described in the catalog in the mid-1980s. The proposed 4-credit hour course reflects changes to the length of the semester and content updates in the literature and practice. There was always insufficient class time to cover Markov chains, other than the other linear programming family simulation and forecasting. This has been further complicated with discontinuance and obsolescence of STORM Quantitative Analysis Package, which was an inexpensive and readily available software package. Operational managers, accountants, and engineers are faced with analyzing, presenting solutions, making recommendations and decisions for problems that are too large to be solved by hand. Today the most used models in order of use are PERT/CPM, linear programming, forecasting, and inventory. Forecasting has not been covered due to time restrictions in a 3-credit hour course. Only those students in the previous Business Administration and Operations Concentrations received forecasting instruction. This quantitative method is essential since it drives expected demand for any business venture. During the past three semesters, pedagogy was successfully developed to teach intricate concepts of transferring stochastic projected completion times to deterministic data for cost trade off analysis. This pedagogy was highly successful. However the time required in a 3-credit hour course will not allow following integrating more laboratory analysis into the classroom. Moving to a 4-credit hour model with a laboratory will allow appropriate use of time and greatly enhance their future long term skills no matter where or what benefit the students for preparation. It would also reduce some of the requirements in the upper level Operations Emphasis Area courses. Lastly, we are adding MGMT 230 as a prerequisite since we want to ensure all students enrolled in core courses first complete the introductory seminar.

12. Delete: On page 206, the entry for **MGMT 386, Management Information Systems**

386 Management Information Systems (3)

Introduces students to the management of information; integrated systems and general systems concepts in the planning, development, implementation and control of information. Prerequisite: ACCT 216 or 317; MGMT 220. Fall and Spring.

Add: On page 206, in place of deleted entry:

386 Management Information Systems (4)

Introduces students to the management of information; integrated systems and general systems concepts in the planning, development, implementation and control of information. Prerequisites: ACCT 215 and MGMT 230; Pre-or corequisite: ACCT 216. Fall and Spring.

Impact: See the overall impact statement at the end of the document.

Rationale: **MGMT 386** will change both in terms of credit hours and content. The field of management information system (MIS) is the study of people, technology, organizations and the relationships among them. MIS professionals help firms realize benefits from information technology investment in personnel, equipment, and business processes. MGMT 386 covers the key concepts of information technology (IT), information systems management, interpersonal and organizational communication, and project management. However, as a 3-credit hour course, the content is taught primarily through concept building, with only a few exercises to help with skill building. The additional hour will allow students to experience aspects and implications of MIS that they are likely to see in the workplace as they develop their skills in various technologies, in methods of communication, and in project management. Each lecture/discussion will have additional lab/activity

time for students to: (1) use more of the technologies we discuss in the course, (2) experience the process of working with a client to gather requirements for a project, (3) design a small IT system, (4) experience the testing phase of development, (5) work from the view of a client in an IT project, (6) practice IT project management skills. Lastly, we are adding MGMT 230 as a prerequisite since we want to ensure all students enrolled in core courses first complete the 200-level core courses. Students need an understanding of organizational problems and marketing principles when applying technology to complex decision-making contexts.

13. Delete: On page 206, the entry for **MGMT 388, Strategies for Leading Change:**

388 Strategies for Leading Change (3)

Examines theoretical change models, explores the experiences of visionary leaders of change, and investigates the various issues in leading a change initiative. Students, as potential leaders of change, will learn problem-solving strategies for transforming ideas into practice. For students interested in entrepreneurship, leadership, marketing and/or social entrepreneurship. Prerequisite: Junior standing.

Add: On page 206, in place of deleted entry:

388 Strategies for Leading Change (2)

Examines theoretical change models, explores the experiences of visionary leaders of change, and investigates the various issues in leading a change initiative. Students, as potential leaders of change, will learn problem-solving strategies for transforming ideas into practice. For students interested in entrepreneurship, leadership, marketing and/or social entrepreneurship. Prerequisite: Sophomore standing. Spring.

Impact: See the overall impact statement at the end of the document.

Rationale: MGMT 388 will not substantively change other than the decrease to 2-credit hours, prerequisite, and the frequency of offering. We believe that much of the content will remain even with the decrease in contact hours. This is part of a larger effort to allow students increased access to content areas across multiple topical areas, but still ensure they are offered in-depth coverage in the particular courses. This change will also ensure a more sustainable curriculum. Also, by changing the prerequisite we hope more students earlier in their program of study will have access to the course. Like all other changes to course descriptions, we specifically identify when MGMT 388 will be offered to assist in advising and student planning. It will be scheduled during either Term 1 or Term 2 each spring semester.

14. Delete: On page 206, the entry for **MGMT 398, International Management:**

398 International Management (3)

Studies the drivers and effects of globalization on the human experience, particularly as it relates to the management environment. Students will identify, explain and analyze concepts and strategies involved in managing in a global environment. No credit given to students who have credit for MGMT 308. Prerequisite: Junior standing. Fall and Spring.

Add: On page 206, in place of deleted entry:

398 Global Management (4)

Provides an overview of the opportunities and risks organizations face in the global business environment. Students will identify, explain, and analyze concepts and strategies involved in managing in a global environment. The course emphasizes the

economic, cultural, political, and institutional factors that managers must consider when conducting business in foreign countries. Prerequisites: MGMT 230 and junior standing. Fall and Spring.

Impact: See the overall impact statement at the end of the document.

Rationale: MGMT 398 is a required core course that will shift both in terms of credit hours and content. Organizations today are more likely than any other time in history to be engaged in some type of global exchange. To fully prepare management students for these types of business experiences, a range of skills and topics related to international organizations should be covered at the undergraduate level. These topics range from international business basics on importing, exporting, and logistics to global marketing, global management strategy, international finance, and cultural skills and knowledge. Given the current 3-credit hour model, international management topics are limited to global management strategy and cultural skills and knowledge. With a four-credit model, there will be additional classroom time to introduce equally important topics related to international trade and trade theory as well as basic international finance topics. This will help prepare students interested in studying finance and global management in upper-level electives taught inside and outside of the department.

15. Delete: On page 206, the entry for **MGMT 401, International Marketing:**

401 International Marketing (3)

This course provides a theoretical and conceptual foundation for the study of international marketing. It introduces the controllable and uncontrollable variables that affect marketing in a globalized world, and examines the marketing mix necessary to achieve an effective international program. Prerequisite: MGMT 350. Fall.

Add: On page 206, replacement course, **MGMT 403, Global Finance and Marketing:**

403 Global Finance and Marketing (2)

Provides an in-depth look at global management by focusing on topics related to international finance, international trade, and international marketing. Students will explore topics related to international trade theory and finance, the international monetary system, and managing foreign exchange risk. International marketing topics such as international marketing channels, international advertising, and international pricing will help students explore the benefits, risks, and complexities of marketing abroad. Prerequisite: MGMT 250, 398. Spring.

Impact Statement: This course change is a part of a larger transformational reorganization and consolidation of the current curriculum in order to offer students more in-depth content in the core courses and greater choice among electives. This elective course will be offered on a rotational basis using terms within a given semester. No additional faculty resources are required beyond those currently in place.

Rationale: This course will replace MGMT 401. This new course provides a more in-depth look at global management by focusing on topics related to international finance, trade, and marketing. Students will explore topics related to International trade theory, the international monetary system, and managing foreign exchange risk. International marketing topics such as international marketing channels, international advertising, and international pricing will help students explore the benefits, risks, and complexities of marketing abroad. Some of the content from the original course (MGMT 401) will be embedded in the proposed 4-credit hour course MGMT 398. Therefore, this two-credit elective will be sufficient to offer an in-depth examination of marketing and finance in a global context.

16. Delete: On pages 206-207, the entry for **MGMT 423, Seminar in Public Management and Leadership:**

423 Seminar in Public Management and Leadership (3)

This upper-level seminar course examines the study and practice of managing and leading in the public sector. Special attention is given to the exploration of a diverse array of issues that influence the work of public managers from both the macro organization theory and micro organization behavior perspectives. Such topics include bureaucratic discretion, the performance and accountability paradox, employee motivation, intra-and interorganizational power dynamics, and human resource management and development, among others. Seminal and contemporary readings, along with topical case studies, are explored with an emphasis on theory application and problem solving at the local, state, and federal levels. Prerequisites: Junior standing and any 200-level or higher course in ECON, MGMT, POLS or SOC. Even years Fall.

Add: On pages 206-207, in place of deleted entry:

423 Seminar in Public Management and Leadership (2)

This upper-level seminar course examines the study and practice of managing and leading in the public sector. Special attention is given to the exploration of a diverse array of issues that influence the work of public managers from both the macro organization theory and micro organization behavior perspectives. Such topics include bureaucratic discretion, the performance and accountability paradox, employee motivation, intra-and interorganizational power dynamics, and human resource management and development, among others. Seminal and contemporary readings, along with topical case studies, are explored with an emphasis on theory application and problem solving at the local, state, and federal levels. Prerequisites: Junior standing and any 200-level or higher course in ECON, MGMT, POLS or SOC. Odd years Spring.

Impact: See the overall impact statement at the end of the document.

Rationale: MGMT 423 will not substantively change other than the decrease to 2-credit hours and the frequency of offering. We believe that much of the content will remain even with the decrease in contact hours. This is part of a larger effort to allow students increased access to content areas across multiple topical areas, but still ensure they are offered in-depth coverage in the particular courses. This change will also ensure a more sustainable curriculum. Like all other changes to course descriptions, we specifically identify when MGMT 423 will be offered to assist in advising and student planning. It will be scheduled during either the spring semester Term 1 or Term 2 in odd years.

17. Delete: On page 207, the entry for **MGMT 424, Seminar in Organizational Power and Politics:**

424 Seminar in Organizational Power and Politics (3)

This upper-level seminar course examines political behavior within and among organizations in the public, private, and non-profit sectors. Students will explore the varying sources of power in organizational life and how individuals, groups, and organizations use political tactics and strategies to shape agendas and achieve goals. Classical and modern writings on power and politics in society, government, and business, with special attention to leadership, unethical behaviors, and group dynamics are explored. Prerequisites: Junior standing and any 200-level or higher course in ECON, MGMT, POLS, PSYC or SOC. Odd years Fall.

Add: On page 207, in place of deleted entry:

424 Seminar in Organizational Power and Politics (2)

This upper-level seminar course examines political behavior within and among organizations in the public, private, and non-profit sectors. Students will explore the varying sources of power in organizational life and how individuals, groups, and organizations use political tactics and strategies to shape agendas and achieve goals. Classical and modern writings on power and politics in society, government, and business, with special attention to leadership, unethical behaviors, and group dynamics are explored. Prerequisites: Junior standing and any 200-level or higher course in ECON, MGMT, POLS, PSYC or SOC. Odd years Spring.

Impact: See the overall impact statement at the end of the document.

Rationale: MGMT 424 will not substantively change other than the decrease to 2-credit hours and the frequency of offering. We believe that much of the content will remain even with the decrease in contact hours. This is part of a larger effort to allow students increased access to content areas across multiple topical areas, but still ensure they are offered in-depth coverage in the particular courses. This change will also ensure a more sustainable curriculum. Like all other changes to course descriptions, we specifically identify when MGMT 424 will be offered to assist in advising and student planning. It will be scheduled during either the spring semester Term 1 or Term 2 in odd years.

18. Delete: On page 207, the entry for **MGMT 453, Marketing and the Consumer:**

453 Marketing and the Consumer (3)

The study of the process whereby producers understand the needs and desires of the consumer, combined with a careful analysis of the marketing techniques required to reach the consumer. Prerequisites: MGMT 350. Fall.

Add: On page 207, in place of deleted entry:

453 Marketing and the Consumer (2)

The study of the process whereby producers understand the needs and desires of the consumer, combined with a careful analysis of the marketing techniques required to reach the consumer. Prerequisite: MGMT 250. Fall.

Impact: See the overall impact statement at the end of the document.

Rationale: MGMT 453 will be reduced to a 2-credit hour elective. We believe that much of the content will remain even with the decrease in contact hours. While a great number of psychological theories related to consumer behavior are covered in this course, some will be moved to the proposed 4-credit hour core requirement MGMT 250. This is part of a larger effort to allow students increased access to content areas across multiple topical areas, but still ensure they are offered in-depth coverage in the particular courses. Like all other changes to course descriptions, we specifically identify when MGMT 453 will be offered to assist in advising and student planning. It will be scheduled during either the fall semester Term 1 or Term 2.

19. Delete: On page 207, the entry for **MGMT 458, Marketing Strategy:**

458 Marketing Strategy (3)

The selection and evaluation of the appropriate marketing mix needed to achieve the overall objectives of an organization. Emphasis is placed on the case method.
Prerequisites: MGMT 350 and senior standing. Spring.

Add: On page 207, in place of deleted entry:

458 Marketing Strategy (2)

The selection and evaluation of the appropriate marketing mix needed to achieve the overall objectives of an organization. Emphasis is placed on the case method.
Prerequisites: MGMT 250 and senior standing. Fall.

Impact: See the overall impact statement at the end of the document.

Rationale: MGMT 458 will be reduced to a 2-credit hour elective. It will be taught using the case method and cover advanced content in market segmentation, metrics and return on investment, differentiation, and strategy formation based on varying market structures. A careful review of the most relevant cases currently used will provide the desired learning outcome for students in this 2-credit hour revision. In addition, given the senior-level prerequisite, students will be encouraged to enroll in other 300-400 level marketing courses prior to taking MGMT 458. Those would include MGMT 357, 403, and 453. This is part of a larger effort to allow students increased access to content areas across multiple topical areas, but still ensure they are offered in-depth coverage in the particular courses. Like all other changes to course descriptions, we specifically identify when MGMT 458 will be offered to assist in advising and student planning. It will be scheduled during either the fall semester Term 1 or Term 2.

20. Delete: On page 207, the entry for **MGMT 460, Production Management:**

460 Production Management (3)

Addresses the issues of producing, servicing, and delivering high-quality, low-cost goods and services in an increasingly competitive global economy. A total systems approach is used to balance the emphasis between managerial issues and analytical techniques to strengthen both critical thinking and problem solving skills.
Prerequisites: MGMT 220, 380. Pre- or corequisite: ECON 306. Fall.

Add: On page 207, in place of deleted entry:

460 Production Management (2)

Addresses the issues of producing, servicing, and delivering high-quality, low-cost goods and services in an increasingly competitive global economy. A total systems approach is used to balance the emphasis between managerial issues and analytical techniques to strengthen both critical thinking and problem solving skills.
Prerequisite: MGMT 380. Pre- or corequisite: ECON 306. Fall.

Impact: See the overall impact statement at the end of the document.

Rationale: MGMT 460 will not substantively change other than the decrease to 2-credit hours. We believe that much of the content will remain even with the decrease in contact hours. Since the basic knowledge of quality control, forecasting, network analysis, and linear programming are covered in prerequisites, focusing on application instead of introduction will reduce some of the redundancy. This is part of a larger effort to allow students increased access to content areas across multiple topical areas, but still ensure they are offered in-depth coverage in the particular courses. This change

will also ensure a more sustainable curriculum. MGMT 460 will be scheduled during either Term 1 or Term 2 each fall semester.

21. Delete: On page 207, the entry for **MGMT 464, Project Management:**

464 Project Management (3)

Principles and concepts of project management as they relate to contemporary organizations from project inception to termination. Course integrates team leadership techniques, network design, scheduling, in-progress reviews, and project auditing into the quantitative skills of network analysis (PERT, CPM) and time versus cost tradeoff. This integration of qualitative and quantitative skills is accomplished through one or more class projects. Computer-aided as well as manual approaches to these topics are presented. Prerequisites: ACCT 216 or 317; MGMT 220. Pre- or corequisite: MGMT 380. Spring.

Add: On page 207, in place of deleted entry:

464 Project Management (2)

Principles and concepts of project management as they relate to contemporary organizations from project inception to termination. Course integrates team leadership techniques, network design, scheduling, in-progress reviews, and project auditing into the quantitative skills of network analysis (PERT, CPM) and time versus cost tradeoff. This integration of qualitative and quantitative skills is accomplished through one or more class projects. Computer-aided as well as manual approaches to these topics are presented. Prerequisite: MGMT 380. Spring.

Impact: See the overall impact statement at the end of the document.

Rationale: MGMT 464 will not substantively change other than the decrease to 2-credit hours and prerequisite changes. We believe that much of the content will remain even with the decrease in contact hours. Since the basic knowledge of forecasting and basic network analyses are covered in the prerequisite, focusing on application instead of introduction will reduce some of the redundancy. This is part of a larger effort to allow students increased access to content areas across multiple topical areas, but still ensure they are offered in-depth coverage in the particular courses. This change will also ensure a more sustainable curriculum. MGMT 464 will be scheduled during either Term 1 or Term 2 each spring semester. In addition, changing the prerequisite to MGMT 380 will ensure students have already completed the introductory seminar in the core. After review of the course material in MGMT 380 and current prerequisites, we believe that students are adequately prepared to succeed in this course without exposure to accounting material.

22. Delete: On page 207, the entry for **MGMT 465, Operations Research:**

465 Operations Research (3)

Introduction and application of operations research techniques and optimization theory as they are applied to problem solving. Methods covered include transportation and assignment models, the revised simplex method, queuing theory, network flow analysis, multiple criteria decision making (MCDM), advanced inventory models, and Lagrange multipliers. Prerequisites: STAT 185 or 225; MGMT 380. Spring.

Add: On page 207, in place of deleted entry:

465 Operations Research (2)

Introduction and application of operations research techniques and optimization theory as they are applied to problem solving. Methods covered include transportation and assignment models, the revised simplex method, queuing theory, network flow analysis, multiple criteria decision-making (MCDM), advanced inventory models, and Lagrange multipliers. Prerequisites: STAT 185 or 225; MGMT 380. Spring.

Impact: See the overall impact statement at the end of the document.

Rationale: MGMT 465 will not substantively change other than the decrease to 2-credit hours and prerequisite changes. We believe that much of the content will remain even with the decrease in contact hours. Since linear programming model formulation is covered in the prerequisite, solving basic linear programming will be expanded to include transportation, assignment models. This will include the SIMPLEX and MODI (modified distribution method), and the Hungarian Heuristic. Any duplication of linear programming in MGMT 380 will be eliminated. This is part of a larger effort to allow students increased access to content areas across multiple topical areas, but still ensure they are offered in-depth coverage in the particular courses. This change will also ensure a more sustainable curriculum. MGMT 465 will be scheduled during either Term 1 or Term 2 each spring semester.

23. Delete: On page 207, the entry for **MGMT 480**, Management Strategies and Policy:

480 Management Strategies and Policy (3)

The rationale and development of strategies, policies, procedures and systems as managerial means to pursue organizational purposes and goals. Pedagogy includes case analyses. Prerequisites: ACCT 216 or 317; ECON 306; all required MGMT 300-level core courses; senior standing. Fall and Spring.

Add: On page 207, in place of deleted entry:

480 Strategic Management and Policy (4)

This capstone course integrates the functional areas of general management, and includes an analysis of the internal organization and the external environment. It involves the development of strategies, policies, structure and leadership to pursue organizational purposes and goals with sensitivity to competing stakeholders. Prerequisite: Senior standing; ACCT 216, ECON 306, MGMT 300, 386. Fall and Spring.

Impact: See the overall impact statement at the end of the document.

Rationale: MGMT 480 will become the 4-credit hour capstone course for management majors replacing MGMT 484 as the capstone experience. The content is robust and includes analysis and integration across Organizational Behavior and Theory, Economics, Finance, Marketing, Accounting, Operations, and Management Information Systems. It involves developing critical thinking and problem-solving skills through case analysis, strategy formulation, implementation and experiential learning. Given the increase in contact/credit hours and the proposed elimination of MGMT 484, additional content on ethics and social responsibility will be included. Leadership, change, and team skills will also be emphasized in a strategic management simulation lab. The simulation was formerly in MGMT 483, which we propose to eliminate as a standalone course. Lastly, only select 300-level core courses should be listed as a prerequisite since MGMT 480 is required for ACCT majors (the proposed changes to the ACCT major indicates that MGMT 380 or MGMT 398 will no longer be required). Also, MGMT 313 and MGMT 350 have been renumbered to MGMT 230 and 250,

respectively; it is unnecessary to list these other core requirements since MGMT 386 requires MGMT 230 and 250.

24. Delete: On page 208, the entry for **MGMT 481**, Leadership in Organizations:

481 Leadership in Organizations (3)

Provides students with a thorough overview of various leadership perspectives, styles, and theories. The goal will be to develop an understanding of effective leadership development at the individual, group/team, and organizational level. Leadership principles will be applied to many management topics, including motivation, diversity, ethics, team dynamics, international business, and organization change. Concepts will be reinforced with assigned readings, case analyses and interactive exercises. Prerequisite: MGMT 313. See department chair.

Add: On page 208, in place of deleted entry:

481 Leadership in Organizations (2)

Provides students with a thorough overview of various leadership perspectives, styles, and theories. The goal will be to develop an understanding of effective leadership development at the individual, group/team, and organizational level. Leadership principles will be applied to many management topics, including motivation, diversity, ethics, team dynamics, international business, and organization change. Concepts will be reinforced with assigned readings, case analyses and interactive exercises. Prerequisite: MGMT 230 and Junior standing. Spring.

Impact: See the overall impact statement at the end of the document.

Rationale: MGMT 481 will not substantively change other than the decrease to 2-credit hours and the frequency of offering. We believe that much of the content will remain even with the decrease in contact hours. This is part of a larger effort to allow students increased access to content areas across multiple topical areas, but still ensure they are offered in-depth coverage in the particular courses. This change will also ensure a more sustainable curriculum. Like all other changes to course descriptions, we specifically identify when MGMT 481 will be offered to assist in advising and student planning. It will be scheduled during either the spring semester Term 1 or Term 2. Additionally, the change in prerequisite reflects the renumbering MGMT 313 to MGMT 230.

Impact Statement: These changes are a part of the transformational reorganization and consolidation of the current curriculum in order to offer students more in-depth content in the core courses and greater choice among electives. Core courses will, for the most part, be delivered in a 4-credit hour model while the upper-level electives will be designed as 2-credit hour courses. The redesigned core courses will include additional content previously offered by some of the electives and provide increased time for skill development. The number of hours for each elective will be reduced to shift some content to the core where appropriate. Decreasing the credit hours for electives will also allow students increased access to content across multiple topical areas. The elective courses will be offered on a rotational basis using the two terms within a given semester. The restructuring results in a more efficient model, and requires no need for additional positions or adjuncts beyond those currently in place or already submitted for consideration. A total of 7 courses are being deleted as part of this redesign. While one new elective course will be added to the curriculum, it will add new focus and content similar to two courses that are being deleted.

Rationale: The above changes will significantly enhance the classroom experience by adding breadth and depth to course content, eliminating unnecessary redundancies, and offering more opportunities for learning. The proposed changes will enrich students' experiences while supporting a sustainable

curriculum. The preceding rationales correspond to substantive changes to select courses as part of the curriculum redesign.

Transfer credit implications:

- **MGMT 130** – Given its unique content coverage, MGMT 130 must be taken at UNC Asheville and will be required for majors and minors offered by the Department of Management and Accountancy. The courses that now transfer as MGMT 220 will be accepted as electives within the department.
- **MGMT 230** – Students may receive transfer credit for MGMT 230 if and only if they have taken a single Organizational Behavior and Theory course or a combination of two separate courses (one being Organizational Behavior and the other would need to be Organizational Theory or an introductory Principles of Management course).
- **MGMT 250** – Students may receive transfer credit MGMT 250 if they have taken an introductory marketing course at another institution (a two- or four-year institution).
- **MGMT 300** - Students may receive transfer credit MGMT 300 if they have taken an introductory course at another institution (a two- or four-year institution) that covers both legal and ethical content as it relates to business and/or non-business organizations. Transfer equivalence would also be accepted if a student completed two separate sequence courses in legal and ethical environments.