

THE UNIVERSITY OF NORTH CAROLINA AT ASHEVILLE
FACULTY SENATE

Senate Document Number 3315S
Date of Senate Approval 03/03/15

Statement of Faculty Senate Action:

APC Document 25 (MGMT): Change the requirements for the Management Major and Minor

Effective Date: Fall 2015

1. Delete: On pages 200-201:

Bachelor of Science in Management

The program leading to the B.S. in Management is designed to provide students with the appropriate skills to perform effectively in a professional business environment. Courses are designed around the basic managerial functions of planning, organizing, leading and controlling. Students will have the opportunity to develop skills in the following areas: quantitative research, oral and written communication, critical thinking, team dynamics, and business technology. Global relationships and ethical decision-making are integrated throughout the core curriculum.

Declaration of Major

Declaring a major in management requires the student to complete a Declaration of Major form that must be signed by the department chair. Before declaring the major, a student must satisfy the LANG 120 requirement.

General Requirements for Management

- I. Required core courses for students majoring in Management or Accounting—22 hours: ACCT 215; MGMT 220, 300, 313, 350, 380, 480, 483.
- II. Required core courses outside the major—13 hours: ECON 101, 102, 306; STAT 185 or 225.
- III. Other departmental requirements—26–32 hours: ACCT 216; ACCT 340 or MGMT 386; MGMT 398, 484; one course from MGMT 489 or 499; and 12–18 hours of coordinated work from one of the Management Concentrations listed below. Students must review the internship program policy (<http://mgmtacct.unca.edu/internships>), attend a mandatory information session, and receive project approval from the Internship Coordinator prior to enrolling in the internship course. With departmental permission, students may substitute 6 hours earned in a semester-long UNC Asheville-approved study abroad experience for MGMT 489 or 499. Students interested in this option should contact their advisor prior to studying abroad for the requirements. MUSC 390 or 490 can be used in lieu of MGMT 489 or 499 by students in the Music Business concentration. A grade of C or better in ACCT 215, 216, MGMT 480, 483 and 484 is required to graduate. Substitutions for required courses must be approved in writing by the department chair.
- IV. Students must take and pass the management competency exam within one year prior to graduation as their demonstration of degree competency. The exam is administered during the fall and spring semesters only, not during the summer. Meeting published departmental standards regarding a designated presentation demonstrates oral competency.

Management Concentrations:

Business Management and Administration

12 hours: MGMT 323 and two courses from MGMT 316, 343, 352, 360, 361, 362, 388, 423, 424, 481; either MGMT 460 or 464.

Marketing

12 hours: MGMT 453, 458 and two courses from MGMT 352, 357, 401. **Music Business**
18 hours: MUSC 131, 382, 383, at least 3 hours from MUSC 390 or 490, and 6 hours of MUSC at the 300-400 level. The internship must be approved by both the student's advisor in Management and a member of the Music faculty. MUSC 390 or 490 can be used in lieu of MGMT 489 or 499 for the major requirements.

Operations Management

15 hours: MGMT 362, 364, 460, 464, 465.

Minor in Management

21 hours, including: ACCT 215; MGMT 220, 300, and 12 additional hours within the department at the 300 level or above. The 12 additional hours will provide program focus and must be approved prior to declaring a minor in Management.

University-wide minimum requirements for a minor: 1) one-half of the hours required for a minor must be completed in residence at UNC Asheville, to include at least 6 hours at the 300-400 level; 2) students must have a cumulative grade-point-average of at least 2.0 on minor courses taken at UNC Asheville.

Add: On pages 200-201 in place of deleted entry:

Bachelor of Science in Management

A Bachelor of Science degree with a major in Management is designed to provide students with the skills and knowledge necessary to succeed in a variety of complex organizational environments. This degree program also prepares students for advanced study in business, public administration and law. The core courses focus on the functional areas of management and leadership whereby students will develop skills in the following areas: critical thinking, quantitative reasoning, interpersonal relations, oral and written communication, and information technology. Additional content in ethical decision-making and global contexts is integrated throughout the core curriculum. Students will explore a chosen emphasis area of study by enrolling in a series of topical courses offered across disciplines. Students will also have experiential learning opportunities in internships, undergraduate research projects, or in a study abroad program.

Declaration of Major

Declaring a major in management requires the student to complete a Declaration of Major form that must be signed by the department chair. Before declaring the major, a student must satisfy the LANG 120 requirement.

General Requirements for Management

- I. Required core major courses—36 hours: MGMT 130, 230, 250, 300, 380, 386, 398, 480; ACCT 215, 216.
- II. Required core courses outside the major—13 hours: ECON 101, 102, 306; STAT 185 or 225.
- III. Emphasis Areas—6-9 hours: students choose from a list of emphasis areas and complete coordinated work from a series of related topical courses. Relevant courses may be substituted within an emphasis area with approval of the department chair.
- IV. Experiential Learning Options—3-6 hours chosen from one of the following options:
 - a. 3-hour project-based internship experience completed in MGMT 489. Students choosing MGMT 489 must review the internship program policy (<https://mgmtacct.unca.edu/management-internships>), attend a mandatory information session, and receive project approval from the Department's Internship Coordinator prior to enrolling in the internship course. Students with a Music Business emphasis must use MUSC 390 in lieu of MGMT 489.
 - b. 3- to 6-hour undergraduate research project completed in MGMT 499. Students choosing this option must submit a faculty-sponsored research proposal to the

department chair for approval, outlining the specific topic, timeline, and purpose of the study per the guidelines set forth in the current Undergraduate Research Form provided by the Registrar. Students completing the Music Business as emphasis area must use MUSC 490 in lieu of 499.

- c. 6 hours of management or global business courses earned as part of a UNC Asheville-approved study abroad experience. Students choosing the study abroad option must review the study abroad policy (<https://mgmtacct.unca.edu/study-abroad-opportunities>) and contact the department's study abroad coordinator to obtain course approvals and to discuss the requirements that must be completed prior to, during, and following their study abroad period.
- V. Other departmental requirements—A grade of C or higher in ACCT 215, 216, and MGMT 480 is required to graduate. Completing MGMT 480 with a C or higher also satisfies the demonstration of major competency and the oral competency requirements. Substitutions for required courses must be approved in writing by the department chair.

Management Emphasis Areas

Complete at least 6 credit hours from one of the following emphasis areas:

Entrepreneurship

Required: MGMT 360, 363.

Additional courses from which to choose: MGMT 352, 388, 458.

Finance

Required: ECON 342.

Additional courses from which to choose: ACCT 200, ECON 305, 310, 350.

Global Business

Required: MGMT 403.

Additional courses from which to choose: ECON 250, 314, 350, 355; POLS 281.

Human Resource Management

Required: MGMT 323.

Additional courses from which to choose: MGMT 343, 352, 388, 423, 424, 464, 481; ECON 330, SOC 210.

Leadership

Required: MGMT 388, 481.

Additional courses from which to choose: MGMT 352, 423, 424; POLS 321.

Marketing

Required: MGMT 357, 453.

Additional courses from which to choose: MGMT 352, 360, 363, 388, 403, 458.

Music Business

Required: MUSC 131, 382 and 383.

Operations Management

Required: MGMT 362, 465.

Additional courses from which to choose: MGMT 352, 388, 460, 464.

Minor in Management

At least 19 hours, including: ACCT 215; MGMT 130, **230**, 300 and **6 additional hours** of MGMT courses at the 300-level or above. The **6 additional hours** will provide program focus and must be approved prior to declaring a minor in Management.

University-wide minimum requirements for a minor: 1) one-half of the hours required for a minor must be completed in residence at UNC Asheville, to include at least 6 hours at the 300-400 level; 2) students must have a cumulative grade-point-average of at least 2.0 on minor courses taken at UNC Asheville.

Impact Statement: The impact of the proposed curriculum will be beneficial to both students and faculty when considering the following resource issues: (1) reduced credit hours required for the major and minor, (2) increased choice for students to explore the study of organizations by enrolling in courses

inside and outside of the Department of Management and Accountancy, (3) a more sustainable degree program for students, (4) a potential increase in enrollment as measured by student credit hours (SCH) generated, (5) reduced course preparations for faculty, and (6) increased faculty contribution to the Liberal Arts Core. We anticipate that current faculty resources will be sufficient to deliver the proposed curriculum, but this assumes that the vacant faculty line (vacated in 2014 by Dr. Alicia Fogle and currently supported by adjunct resources) will be filled in the future, and that the herein enrollment projections are accurate.

(1) Reduced credit hours required for the major and minor – As depicted in Appendix A (Table 1), students enrolled in the proposed major (58 minimum credits) will be required to enroll in as many as 9 fewer credit hours in contrast to the current model (67 maximum credits). Although the proposed major increases 3 credit hours in the core, we will see a decrease of 6 credit hours at the upper-level. The minor will also experience a reduction in credit hours. Due to the redesigned introductory course (MGMT 130) and a reduction in upper-level credit hours per course, the Management Minor will decrease from 21-credit hours to 19-credit hours

(2) Increased choice for students to explore the study of organizations by enrolling in courses inside and outside of the Department of Management and Accountancy – Unlike the current curriculum, the proposed model affords students increased choice as it pertains to enrolling in courses offered inside and outside of the Department of Management and Accountancy (including Music, Sociology, Political Science, and Economics). We propose a reduction in the number of MGMT-prefixed courses required in the major (Table 2 in Appendix A); the current major requires 42-48 credit hours with the MGMT prefix, but the proposed model reduces it to 33-42 credit hours. The new Emphasis Areas are much less prescriptive than current Concentrations, require fewer credits, and permit students to enroll in non-MGMT prefixed courses as part of the major. Students will now have the opportunity to learn about organizations from a multidisciplinary lens. In addition, the participating departments may experience an increase in the number of minors enrolled in their programs. For instance, students emphasizing in finance, global business, leadership, and human resource management will enroll in economics, political science, and/or sociology courses, which could incentivize them to further explore those disciplines. In addition, the department chair may approve substitutions for courses from psychology¹, environmental studies, or other related disciplines. We will encourage our faculty to advise students to select courses that may be in their best interest according to schedule availability.

(3) A more sustainable degree program for students – With fewer credits required for the major and an increased opportunity to explore courses outside of the department, students would efficiently progress through the major. Tables 1 and 2 in Appendix B depict matriculation models for both traditional students and those who transfer into UNC Asheville, respectively. In addition, the total number of credits required by the proposed curriculum and existing Liberal Arts Core (LAC), when taking into account major courses satisfying LAC requirements, would now range between 91 and 103 credits in contrast to 94 and 106 in the current model (see Appendix A – Table 2). The proposed curriculum also falls within the 45-credit major prefix rule. It is important to also note that a small number of students would likely exceed the 100-credit Major-LAC cap. Currently, only 4% (4 students) of our majors exceed the cap. Those students enrolled in the Music Business Emphasis Area must enroll in 9-credit hours with the MUSC prefix, which means they would potentially complete 103 credits. However, all other Emphasis Areas afford students more choice with the minimum 6 credit hours of elective courses. It is quite conceivable that an overwhelming majority of our students will complete 100 or fewer credit hours when combining

¹ We originally proposed including PSYC 311 and 324 in the HRM and Leadership Emphasis Areas, respectively. However, we were unable to secure concurrency due to the enrollment pressures and limited resources in the Psychology Department at this time. We will continue to examine opportunities to include intentional inter- and multidisciplinary learning in our curriculum as resources become available in related departments.

the major and LAC requirements. Lastly, the credits required for the major (58 to 64) are now average of those required by peer institutions (see Appendix A – Table 3).

(4) A potential increase in enrollment measured by student credit hours (SCH) generated – Based on the projections depicted in Appendix A (Tables 4a/4b), it appears that there may be an 33% increase in student credit hours generated in contrast to previous average course enrollments. Per the projected schedule models in Appendix C, we plan to utilize the academic terms to offer upper-level electives and will continue to offer multiple sections of each core course using the regular semester schedule. This should sufficiently satisfy demand.

(5) Reduced course preparations for faculty – The shift from a 3-credit hour course model to a hybrid 2- to 4-credit hour course model will reduce the number of course preparations and offer relief to faculty workload. At any given moment in the academic year, a typical faculty member will have a 3/3 teaching load with 24 contact hours. However, faculty will deliver an average of 4 organized course sections (OCS) per semester by offering courses that are distributed using both the semester-long and term scheduling blocks. Various tables in Appendix C illustrate faculty workload implications and schedule models.

(6) Increased faculty contribution to the LAC – The proposed curriculum offers scheduling flexibility for faculty resource distribution. Given consolidation and revision to the core and upper-level electives, we envision greater faculty availability to contribute to LAC offerings, including 178s, HUM seminars, and the Senior Capstone (HUM 414/LA 478). Appendix C (Table 3) illustrates the potential frequency of such offerings. While participation will be subject to major course enrollments, we will seek every opportunity to intentionally distribute faculty resources outside of the Department of Management and Accountancy.

Rationale: The Department of Management and Accountancy conducted a systematic and intentional review of the Management Major and Minor. Over the course of several months, faculty examined comparative peer institution data, considered feedback from various stakeholder groups (students, advisory board members, our accrediting agency, and faculty in participating departments), and studied possible ways to leverage department faculty expertise and an array of relevant courses offered outside of the department. With a desire to afford students and faculty greater flexibility to explore learning and teaching opportunities across disciplines, along with ensuring a more efficient pathway toward graduation, *the department faculty voted unanimously to support the proposed curriculum.*

The process was one of negotiation and collaboration; faculty developed and evaluated a number of curricula models to determine the most sustainable, rigorous, and meaningful learning experience. Department faculty met in August at our annual retreat as part of a continuous review process to examine values, strategy, and curriculum. We concluded that the study of organizations is a liberal art; our new curriculum is structured so that students can learn across disciplines to apply concepts, theories, constructs, and practices from other social science, natural science, and humanities disciplines (not simply the functional areas of traditional business education as seen in most programs of study at peer institutions). In concert with the recently implemented Liberal Arts Core, the newly reimagined management curriculum will ensure that our students have increased access to courses taught across the university curriculum. This will further help develop and enhance critical thinking, problem solving, communication, and technology skills. Interdisciplinary thinking and exploration are central to liberal learning.

The structure will also ensure curriculum sustainability, which has been a concern voiced by numerous stakeholder groups including faculty, students, alums, and our accrediting agency (The Association to Advance Collegiate Schools of Business – AACSB International). Following the lead of other departments, we propose offering a hybrid combination of 2- and 4-credit hour courses. The credit hours required for core courses will increase from the traditional 3-credit hour to 4-credit hours, but the upper-level electives will decrease from 3- to 2-credit hours per course. The redesigned core will deepen students' exposure to subject matter knowledge and skills with the additional contact hour. Some content

from the upper-level courses will be placed in relevant core courses. However, the upper-level electives taught by department faculty will remain rigorous and provide in-depth coverage of specialized topical areas. The frequency of department course offerings in the proposed schedules (Appendix C) and faculty distribution models (Appendix C – Table 1) illustrate how such a curriculum will sustain given current resources.

The proposed curriculum delivers content that aligns with AACSB expectations and norms among peer institutions. The core focuses on the traditional functional areas of management and leadership (finance, operations, accounting, marketing, organizational behavior, etc.) as offered by peer institutions. However, we embed assignments and pedagogical innovations intended to help students critically evaluate, reflect, and learn the variety of skills necessary to succeed and adapt in a variety of organizational settings (not simply business firms). Additionally, a new study abroad initiative is also proposed in the existing experiential learning requirement as part of the core. Students can satisfy this requirement using study abroad or the existing project-based internship and rigorous undergraduate research programs. The recent addition of a new faculty member with expertise in global studies and study abroad will help us expand student and faculty learning/teaching opportunities.

Another central feature of the redesign is the development of specialized Emphasis Areas that blend theory with practice. While our peer institutions require upper-level electives (either as part of fixed concentrations or required selections from a list of available courses), we will now permit our students to enroll in courses outside of our unit and beyond those required by the LAC. Our proposed curriculum encourages and permits students to learn with peers and faculty across disciplines in economics, political science, sociology, and music, among others. These new Emphasis Areas include music business, global business, human resource management, operations, finance, leadership, marketing, and entrepreneurship. We will examine Emphasis Area enrollments in the coming years and make necessary adjustments to listed courses inside and outside of the department and frequency of such offerings. In a recent survey to management majors during the fall 2014 semester, a majority indicated special interest in the marketing, human resource management, and entrepreneurship Emphasis Areas.

All department majors must first complete an introductory seminar course (MGMT 130) that will set the stage for learning about all types of organizations and expose them to a variety of important skills and knowledge areas prior to enrolling in subsequent courses. Those initial learning outcomes will include demonstration of oral and written communication skills, critical reading and reflection skills, project management skills in the context of groups, and competency in the core concepts and competing paradigms of leading in the 21st Century. Students will conclude their major coursework by enrolling in a strategic management capstone seminar (MGMT 480) designed to close the loop on creating connections between theory and practice.

We also propose the removal of the major competency exam. This multiple-choice exam was developed in-house and viewed by many as a poor measure of student competency. In addition, we believe using an exam to assess competency could be limiting since there have been instances in which students sufficiently completed course requirements, but yet for a variety of reasons failed the exam. Like other social science departments, we propose embedding the major competency in our capstone course (MGMT 480). Students graduating in December 2015 who either did not take the exam in Spring 2015 or failed for first time in Spring 2015 (but already completed MGMT 480) must take the exam in Fall 2015. This will be the final time it will be offered.

Lastly, implementing the proposed curriculum requires a transition plan for current students. As illustrated in Appendix B (Table 3), we will work with the administration to ensure students majoring in management under previous catalog years will be able to fulfill their respective requirements. Any new majors declaring in Spring 2015 would be advised under the proposed curriculum. Current majors early on in their program (Freshman and Sophomore levels) should declare once the proposed curriculum goes into effect in Fall 2015, but those students graduating in May 2016 will be authorized relevant waivers or substitutions.

Appendix A – Major Redesign

Table 1: Current vs. Proposed Major

Current Major (61-67 hrs)	Proposed Major (58-64 hrs)	-3 hrs
Core (36-39 hrs)	Core (39-42 hrs)	+3
ACCT 215 (3)	ACCT 215 (3)	0
ACCT 216 (3)	ACCT 216 (3)	0
MGMT 220 (3)	MGMT 130 (2)	-1
MGMT 300 (3)	MGMT 300 (4)	+1
MGMT 313 (3)	MGMT 230 (4)	+1
MGMT 350 (3)	MGMT 250 (4)	+1
MGMT 380 (3)	MGMT 380 (4)	+1
MGMT 386 (3)	MGMT 386 (4)	+1
MGMT 398 (3)	MGMT 398 (4)	+1
MGMT 480 (3)	MGMT 480 (4)	+1
MGMT 483 (1)	Deleted	-1
MGMT 484 (2)	Deleted	-2
MGMT 489/499/Study Abroad (3-6)	MGMT 489/499/Study Abroad (3-6)	0
Cognate (13 hrs)	Cognate (13 hrs)	0
STAT 185 or 225 (4)	STAT 185 or 225 (4)	0
ECON 101 (3)	ECON 101 (3)	0
ECON 102 (3)	ECON 102 (3)	0
ECON 306 (3)	ECON 306 (3)	0
Concentrations (12-15 hrs)	Emphasis Areas (6-9 hrs)	-6

Table 2: Major and LAC Cap Requirements

	Current Major (hrs)	Proposed Major (hrs)
<i>Major Credits</i>	61 - 67	58 – 64
<i>LAC Requirements</i>	LAC Credits	
First-Year Colloquium	3 - 4	3 – 4
LANG 120	4	4
Humanities	12	12
Senior Capstone	4	4
Lab Science	4	4
Scientific Perspectives	3 - 4	3 – 4
Quantitative Perspective	STAT 185	STAT 185
Social Science	MGMT 300	MGMT 300
Second Language	0 - 4	0 – 4
Arts & Ideas	3	3
Diversity Intensive	MGMT 398	MGMT 398
LAC Subtotal	33 - 39	33 – 39
Major + LAC	94 - 106	91 – 103
Major Prefix Rule	42 - 48	33 – 42

Table 3: Relevant Curricula Data from Peer Institutions

Peer Schools*	Major Hrs	Degree Hrs	Accounting	Finance	Statistics	Quant/DM	Econ	Law/Ethics	Marketing	Intro	OB	MIS	Strategy
UNC Asheville (proposed)	58 to 64	120	6	3	4	4	6	4	4	2	4	4	4
Christopher Newport**	63	120	6	3	6	0	6	3	3	3	3	3	3
University of Montevallo**	72	130	6	3	6		6	3	3		3	3	3
Fort Lewis College**	68	120	6	4	4	4	6	3	4	3	4	4	4
SUNY at Geneseo**	58	120	8	3	3		6	3	3		3	3	3
Ramapo College**	80	128	6	4	4		8	4	4		4	4	4
Truman State College**	57	120	8	3	3	6	6	3	3		3	3	3
Keene State College	72	124	6	4	4		8	4	4	4	4	4	4
Univ. Minn. Morris	58	120	8		4		8						
Mass. College of Lib. Arts	57	120	4	3	3		6	3	3	3			3
Univ. Maine Farm.	56	128	6	4	4		12	4	4	4			4
Rhodes College	48	128	4	4	4		4		4		4		4
Furman	52	128	4		4		4						
Bucknell**	62.5	120	3	3		4	3		3	6			
Canisius**	64	121	6	3	6		6		3	3		3	3
Clark**	64	128	8		4	4	4			4		4	
Iona**	63	126	6	3	3	3	6	3	3	6		3	
LaSalle**	48	120	6	3				3	3	3		3	3
LeMoyne**	57	120	6	3	6		6	3	3		3	3	
Manhattan**	51	120	6	3	3			3	3	3			3
Morehouse**	60	120	6	6	6		6	3	3	3			3
Rider**	48	120	6	6			6	3	3		3		3
Roger Williams**	60	120	6	6	3		6			3	3	6	
Siena**	72	120	6	6	6		6	3	3	3		6	3
Simmons**	59	128	3	3	3		3		3	3	3		3
St. John Fisher**	51	120	6	6				3	3		3	3	3
Susquehanna**	60	130	4	4	4	4	8	4	4		4	4	
Franklin & Marshall***	52	128	4	4		4	4	4	4		4	4	4
% Requiring Content Areas			100%	89%	81%	30%	89%	70%	85%	56%	56%	63%	70%
Average	61	123	6	4	4	4	6	3	3	4	3	4	3
Average (w/o UNCA)	61	123	6	4	4	4	6	3	3	4	3	4	3
UNC Asheville (proposed)	58 to 64	120	6	3	4	4	6	4	4	2	4	4	4
Difference b/w UNCA-Peers	possibly -3 to 3+	-3	same	same	same	same	same	1	1+	-2	1+	same	1+

*Determined by General Administration; COPLAC

**AACSB

***DMA Selection

Table 4a: Past Enrollment Averages
(2008-09 to 2013-14 - 6 academic years; 12 semesters)*

Courses	AVG Enroll/yr	AVG Sections/yr	AVG SCH/yr (3cr)
MGMT 220	21	5	315
MGMT 300	21	4	233
MGMT 313	18	6	297
MGMT 350	18	5	259
MGMT 380	17	4	194
MGMT 386	15	3	135
MGMT 398	19	4	211
MGMT 480	17	4	189
MGMT 483	15	2	77
MGMT 484	12	2	61
MGMT 489	4	7	88
300-Electives	14	1	45
400-Electives	12	1	35
<i>*Excludes Special Topics, UR, Colloquia courses</i>			Total AVG SCH = 2138

Table 4b: Potential Enrollments

Courses	Section Limits	Sections/yr	Credit Hours	Potential SCH/yr (2-4cr)
MGMT 130	20	5	2	200
MGMT 230	20	5	4	400
MGMT 250	20	5	4	400
MGMT 300	20	4	4	320
MGMT 380	20	4	4	320
MGMT 386	20	4	4	320
MGMT 398	20	4	4	320
MGMT 480	20	4	4	320
MGMT 489	20	2	4	160
300-Electives	18	1.125	2	41
400-Electives	17	1.09	2	37
				Total Projected SCH = 2838

Appendix B – Projected Impact on Students

Table 1: Traditional Student Matriculation Model

<u>Traditional Student</u>					
Fall Semester 1			Spring Semester 1		
XX 178	4	Colloquium	STATS 185	4	Math Req/Major
LANG 120	4	LANG	MGMT 230	4	Major
HUM 124	4	HUM1	ECON 102	3	Major Cognate
MGMT 130	2	Major	LAB Science	4	LAB Science
	14			15	
Fall Semester 2			Spring Semester 2		
ACCT 215	3	Major	MGMT 250	4	Major
HUM 214	4	HUM2	MGMT 380	4	Major
MGMT 300	4	Major/Social Sci	ACCT 216	3	Major
Second Lang	4	Lang	Electives	3	Electives
	15		ECON 101	3	Major Cognate
				17	
Fall Semester 3			Spring Semester 3		
HUM 324	4	HUM3	Electives	3	Electives
MGMT 386	4	Major	Electives	3	Electives
MGMT 398	4	Major; DI	EA Course	2	Major
ECON 306	3	Major Cognate	MGMT 489/499	3	Major
	15		Sci Perspectives	3	Sci Persp
				14	
Fall Semester 4			Spring Semester 4		
HUM 414	4	LAC Capstone	EA Course	2	Major
ARTS	3	ARTS	Electives	3	
EA Course	2	Major	Electives	3	
Electives	3	Electives	Electives	3	
Electives	3	Electives	MGMT 480	4	Major
	15			15	
Total LAC	38				
Free Electives	24				
Total Major	58				
Core	39				
Emphasis Area	6				
Major Cognate	13				
TOTAL	120				

Table 2: Transfer Student Matriculation Model

Transfer Student

Fall Semester 1			Spring Semester 1		
MGMT 130	2	Major	MGMT 230	4	Major
XXX 178	3	Lang	MGMT 300	4	Major
Sci Perspectives	3	Sci Persp	MGMT 398	4	Major; DI
HUM 214	4	HUM2	Second Lang	4	Lang
ECON 306	3	Major		16	
	15				
Fall Semester 2			Spring Semester 2		
MGMT 380	4	Major	HUM 414	4	LAC Capstone
MGMT 386	4	Major	MGMT 489/499	3	Major
EA Course	2	Major	MGMT 480	4	Major
EA Course	2	Major	ARTS	3	ARTS
HUM 324	4	HUM3	EA Course	2	Major
	16			16	
Remaining LAC	25				
Total Major	38				
Core	29				
Emphasis Area	6				
Cognate	3				
Transfer Credits*	57				
Total DEGREE	120				

*HUM 124, Lab Science, LANG 120, ACCT 215/216, MGMT 250, Stats, ECON 101/102, electives

Table 3: Student Transition Plan

Current Core	Credits	Core Equivalent (New Model)	Credits	Credit Difference	Potential Action
MGMT 220	3	MGMT 130	2	-1	Waiver or Substitution
MGMT 300	3	MGMT 300	4	1	
MGMT 313	3	MGMT 230	4	1	Waiver or Substitution
MGMT 350	3	MGMT 250	4	1	Waiver or Substitution
MGMT 380	3	MGMT 380	4	1	
MGMT 386	3	MGMT 386	4	1	
MGMT 398	3	MGMT 398	4	1	
MGMT 480	3	MGMT 480	4	1	
MGMT 483	1	N/A		-1	Waiver or Substitution
MGMT 484	2	N/A		-2	Waiver or Substitution
ACCT 215	3	ACCT 215	3	0	
ACCT 216	3	ACCT 216	3	0	
STAT 185 or 225	4	STAT 185 or 225	4	0	
ECON 101	3	ECON 101	3	0	
ECON 102	3	ECON 102	3	0	
ECON 306	3	ECON 306	3	0	
MGMT 489/499/SA*	3 to 6	MGMT 489/499/SA	3 to 6	0	

*Music Business Concentration: MUSC 390/490 can substitute for MGMT 489/499

Impact on Concentrations: *(Students concentrating in Marketing or Music Business will not be impacted during transition)*

Business Administration Students can still fulfill their credit requirements using redesigned courses/availability; any substitutions may be granted as necessary

Operations Management Students can still fulfill their credit requirements using redesigned courses/availability with the exception of MGMT 364 since it is being deleted; substitutions may be granted as necessary

Recommended Transition Plan:

- (1) Any new majors declaring in Spring 2015 would be advised to use new curriculum
- (2) Current majors early on in their program (Freshman or Sophomore) should redeclare in Fall 2015
- (3) Current majors (especially those graduating in May 2016) will need relevant waivers or substitutions as stated above

Appendix C – Projected Faculty Resource Implications

Table 1a: Faculty Distributions

Current Chair (Stratton)*						Manns*					
Fall			Spring			Fall			Spring		
230	Semester	4	230	Semester	4	386	Semester	4	386	Semester	4
230	Semester	4	Other	Semester	4	386	Semester	4	489*	Semester	1
						489**	Semester	1	Other	Semester	4
		8			8	Other	Term 1	2	*Reassigned time		
						**489 1-sch; 3-scr					
*Reassigned time								11			9
Whitfield						Burris					
Fall			Spring			Fall			Spring		
480	Semester	4	480	Semester	4	398	Semester	4	398	Semester	4
480	Semester	4	480	Semester	4	398	Semester	4	398	Semester	4
Other	Term 1	2	Other	Term 1	2	Other	Semester	4	Other	Term 1	2
Other	Term 2	2	Other	Term 2	2				Other	Term 2	2
		12			12			12			12
Cole						Open Line					
Fall			Spring			Fall			Spring		
250	Semester	4	250	Semester	4	130	Term 1	2	130	Term 2	2
250	Semester	4	250	Semester	4	130	Term 1	2	130	Term 2	2
130	Term 1	2	Other	Term 1	2	130	Term 2	2	130	Term 1	2
130	Term 2	2	Other	Term 2	2	250	Semester	4	Other	Semester	4
		12			12	Other	Term 2	2	Other	Term 1	2
								12			12
Yearout						Muntean					
Fall			Spring			Fall			Spring		
380	Semester	4	380	Semester	4	Other	Semester	4	230	Semester	4
380	Semester	4	380	Semester	4	Other	Semester	4	230	Semester	4
Other	Term 1	2	Other	Term 1	2	360	Term 1	2	130	Term 1	2
Other	Term 2	2	Other	Term 2	2	370	Term 2	2	130	Term 2	2
		12			12			12			12
Harvey						*Other: 1xx; Electives; HUM; MLA; LA478; 178s					
Fall			Spring								
300	Semester	4	300	Semester	4						
300	Semester	4	300	Semester	4						
		8			8						

Table 1b: Faculty Distributions and Emphasis Area Offerings

Emphasis Areas	Course	Faculty/Dept	Sections	Frequency	Notes
Operations	362	Yearout	1	Fall	Required
	465	Yearout	1	Spring	Required
	352	Manns	1	Spring Even	
	388	Manns	1	Fall	
	460	Yearout	1	Fall	
	464	Yearout	1	Spring	
Marketing	357	Cole	1	Spring	Required
	453	Other	1	Fall	Required
	352	Manns	1	Spring Even	
	370	Clark Muntean	1	Fall	
	388	Manns	1	Fall	
	403	Burriss	1 to 2	Spring	
	458	Other	1	Fall	
Entrepreneurship	360	Clark Muntean	1	Fall	Required
	363	Clark Muntean	1	Fall	Required
	352	Manns	1	Spring Even	
	458	Other	1	Spring	
	388	Manns	1	Fall	
Global Business	403	Burriss	1 to 2	Spring	Required
	ECON 101	Econ		Fall/Spring	Required
	ECON 250	Econ		Fall	
	ECON 350	Econ		Spring Odd	
	ECON 355	Econ		Fall Odd	
	POLS 281	Political Science		Fall/Spring	
	Elective	Study Abroad			
Leadership	388	Manns	1	Fall	Required
	481	Stratton/Whitfield	1	Spring	Required
	352	Manns	1	Spring Even	
	423	Stratton	1	Spring Odd	
	424	Stratton	1	Spring Odd	
	POLS 321	Political Science		Fall Even	
Music Business	MUSC 131	Music			Required
	MUSC 382	Music			Required
	MUSC 383	Music			Required
Finance	ECON 342	Econ		Fall	Required
	ACCT 200	Acct		TBD	
	ECON 305	Econ		Spring	
	ECON 310	Econ		Fall	
	ECON 350	Econ		Fall	
	Elective	Study Abroad			
HRM	323	Stratton/Whitfield	2	Fall	Required
	343	Cole	1	Spring Odd	
	352	Manns	1	Spring Even	
	388	Manns	1	Fall	
	423	Stratton	1	Spring Odd	
	424	Stratton	1	Spring Odd	
	464	Yearout	1	Spring	
	481	Stratton/Whitfield	1	Spring	
	ECON 330	Econ		Spring Even	
	SOC 210	Sociology		Fall	

Table 2: Faculty Workload (Preps and OCSs)

	Fall Credits	Preps	OCS Count	Spring Credits	Preps	OCS Count
Manns	11	3	4	9	3	3
Stratton	8	1	2	8	2	3 to 4
Yearout	12	3	6	12	3	6
Burris	12	2	3	12	2	4
Cole	12	2	4	12	3	4
Muntean	12	3	4	12	2	4
Whitfield	12	2	4	12	3	4
Other	12	3	5	12	3	5

Table 3: Faculty LAC Contributions and Department Electives

Faculty LAC Efforts	Course	Frequency
Manns	MGMT 178; MLA	Spring Odd
Stratton	HUM 414	Spring Even
Yearout	MGMT 178	TBD
Burris	LA 478	Fall
Cole	TBD	TBD
Muntean	8 credits of HUM, 178, etc.	Fall
Whitfield	TBD	TBD
Other	TBD	Spring

Faculty Electives	Course	Frequency
Manns	388; 352; X71	Fall; Spring Even
Stratton	423, 424	Spring Odd; Spring Odd
Yearout	362/460; 464/465	Fall; Spring
Burris	401	Spring (1-2 sections)
Cole	343, 357, X71	Spring Odd; Spring; Fall
Muntean	360, 370, X71	Fall
Whitfield	323, 481, X71	Fall; Spring
Other	453, 458	Fall; Spring

Table 4a: Fall Schedule Projections (Even Years)

Fall Even

Course	Name	Instructor	Term	Credits	Contact Hours	Limit
MGMT 130.001	Introductory Seminar in Organizations	Other**	Term 1	2	2	20
MGMT 130.002	Introductory Seminar in Organizations	Other**	Term 1	2	2	20
MGMT 130.003	Introductory Seminar in Organizations	Other**	Term 2	2	2	20
MGMT 130.004	Introductory Seminar in Organizations	Cole	Term 1	2	2	20
MGMT 130.005	Introductory Seminar in Organizations	Cole	Term 2	2	2	20
MGMT 230.001	Organizational Behavior and Theory	Stratton	-	4	4	20
MGMT 230.002	Organizational Behavior and Theory	Stratton	-	4	4	20
MGMT 250.001	Principles of Marketing	Cole	-	4	4	20
MGMT 250.002	Principles of Marketing	Cole	-	4	4	20
MGMT 250.003	Principles of Marketing	Other**	-	4	4	20
MGMT 300.001	Legal and Ethical Environment	Harvey	-	4	4	20
MGMT 300.002	Legal and Ethical Environment	Harvey	-	4	4	20
MGMT 323.001	Human Resource Management	Whitfield	Term 1	2	2	18
MGMT 323.002	Human Resource Management	Whitfield	Term 2	2	2	18
MGMT 360.001	Introduction to Entrepreneurship	Clark Muntean	Term 1	2	2	18
MGMT 362.001	Advances in Quality Control	Yearout	Term 1	2	2	18
MGMT 363.001	The Entrepreneurial Experience	Clark Muntean	Term 2	2	2	18
MGMT 380.001	Management Science	Yearout	-	4	4	20
MGMT 380.0L1	Management Science Lab	Yearout	-	0	0	-
MGMT 380.002	Management Science	Yearout	-	4	4	20
MGMT 380.0L2	Management Science Lab	Yearout	-	0	0	-
MGMT 386.001	Management Information Systems	Manns*	-	4	4	20
MGMT 386.002	Management Information Systems	Manns	-	4	4	20
MGMT 388.001	Strategies for Leading Change	Manns	Term 1	2	2	18
MGMT 398.001	Global Management	Burris	-	4	4	20
MGMT 398.002	Global Management	Burris	-	4	4	20
MGMT 453.001	Marketing and the Consumer	Other**	Term 2	2	2	18
MGMT 460.001	Production Management	Yearout	Term 2	2	2	18
MGMT 480.001	Senior Capstone in Strategic Management	Whitfield	-	4	4	20
MGMT 480.002	Senior Capstone in Strategic Management	Whitfield	-	4	4	20
MGMT 489.001	Project-Based Management Internship	Manns	-	3	1	20
HUM, LA478, or MGMT 178	TBD	Clark Muntean	-	4	4	18
HUM, LA478, or MGMT 178	TBD	Clark Muntean	-	4	4	18
HUM, LA478, or MGMT 178	TBD	Burris	-	4	4	18

*Reassigned Time

**This line was held by Alycia Fogle (Marketing); inclusion of this line will permit us to rotate some of the core course offerings and department electives, which will also free up some faculty to teach HUM

Table 4b: Fall Schedule Projections (Odd Years)

Fall Odd

Course	Name	Instructor	Term	Credits	Contact Hours	Limit
MGMT 130.001	Introductory Seminar in Organizations	Other**	Term 1	2	2	20
MGMT 130.002	Introductory Seminar in Organizations	Other**	Term 1	2	2	20
MGMT 130.003	Introductory Seminar in Organizations	Other**	Term 2	2	2	20
MGMT 130.004	Introductory Seminar in Organizations	Cole	Term 1	2	2	20
MGMT 130.005	Introductory Seminar in Organizations	Cole	Term 2	2	2	20
MGMT 230.001	Organizational Behavior and Theory	Stratton	-	4	4	20
MGMT 230.002	Organizational Behavior and Theory	Stratton	-	4	4	20
MGMT 250.001	Principles of Marketing	Cole	-	4	4	20
MGMT 250.002	Principles of Marketing	Cole	-	4	4	20
MGMT 250.003	Principles of Marketing	Other**	-	4	4	20
MGMT 300.001	Legal and Ethical Environment	Harvey	-	4	4	20
MGMT 300.002	Legal and Ethical Environment	Harvey	-	4	4	20
MGMT 323.001	Human Resource Management	Whitfield	Term 1	2	2	18
MGMT 323.002	Human Resource Management	Whitfield	Term 2	2	2	18
MGMT 360.001	Introduction to Entrepreneurship	Clark Muntean	Term 1	2	2	18
MGMT 362.001	Advances in Quality Control	Yearout	Term 1	2	2	18
MGMT 363.001	The Entrepreneurial Experience	Clark Muntean	Term 2	2	2	18
MGMT 380.001	Management Science	Yearout	-	4	4	20
MGMT 380.0L1	Management Science Lab	Yearout	-	0	0	-
MGMT 380.002	Management Science	Yearout	-	4	4	20
MGMT 380.0L2	Management Science Lab	Yearout	-	0	0	-
MGMT 386.001	Management Information Systems	Manns	-	4	4	20
MGMT 386.002	Management Information Systems	Manns	-	4	4	20
MGMT 388.001	Strategies for Leading Change	Manns	Term 1	2	2	18
MGMT 398.001	Global Management	Burriss	-	4	4	20
MGMT 398.002	Global Management	Burriss	-	4	4	20
MGMT 453.001	Marketing and the Consumer	Other**	Term 2	2	2	18
MGMT 460.001	Production Management	Yearout	Term 2	2	2	18
MGMT 480.001	Senior Capstone in Strategic Management	Whitfield	-	4	4	20
MGMT 480.002	Senior Capstone in Strategic Management	Whitfield	-	4	4	20
MGMT 489.001	Project-Based Management Internship	Manns	-	3	1	20
HUM, LA478, or MGMT 178	TBD	Clark Muntean	-	4	4	18
HUM, LA478, or MGMT 178	TBD	Clark Muntean	-	4	4	18
HUM, LA478, or MGMT 178	TBD	Burriss	-	4	4	18

Table 4c: Spring Schedule Projections (Even Years)

Spring Even

Course	Name	Instructor	Term	Credits	Contact Hours	Limit
MGMT 130.001	Introductory Seminar in Organizations	Other**	Term 1	2	2	20
MGMT 130.002	Introductory Seminar in Organizations	Other**	Term 2	2	2	20
MGMT 130.003	Introductory Seminar in Organizations	Other**	Term 2	2	2	20
MGMT 130.004	Introductory Seminar in Organizations	Clark Muntean	Term 1	2	2	20
MGMT 130.005	Introductory Seminar in Organizations	Clark Muntean	Term 2	2	2	20
MGMT 230.001	Organizational Behavior and Theory	Stratton	-	4	4	20
MGMT 230.002	Organizational Behavior and Theory	Clark Muntean	-	4	4	20
MGMT 230.003	Organizational Behavior and Theory	Clark Muntean	-	4	4	20
MGMT 250.001	Principles of Marketing	Cole	-	4	4	20
MGMT 250.002	Principles of Marketing	Cole	-	4	4	20
MGMT 300.001	Legal and Ethical Environment	Harvey	-	4	4	20
MGMT 300.002	Legal and Ethical Environment	Harvey	-	4	4	20
MGMT 357.001	Promotion Management	Cole	Term 2	2	2	18
MGMT 380.001	Management Science	Yearout	-	4	4	20
MGMT 380.0L1	Management Science Lab	Yearout	-	0	0	-
MGMT 380.002	Management Science	Yearout	-	4	4	20
MGMT 380.0L2	Management Science Lab	Yearout	-	0	0	-
MGMT 386.001	Management Information Systems	Manns	-	4	4	20
MGMT 352.001	Applied Research	Manns	Term 1	2	2	18
MGMT 398.001	Global Management	Burris	-	4	4	20
MGMT 398.002	Global Management	Burris	-	4	4	20
MGMT 401.001	Global Finance and Marketing	Burris	Term 1	2	2	18
MGMT 401.002	Global Finance and Marketing	Burris	Term 2	2	2	18
MGMT 458.001	Marketing Strategy	Other**	Term 1	2	2	18
MGMT 464.001	Project Management	Yearout	Term 1	2	2	18
MGMT 465.001	Operations Research	Yearout	Term 2	2	2	18
MGMT 480.001	Senior Capstone in Strategic Management	Whitfield	-	4	4	20
MGMT 480.002	Senior Capstone in Strategic Management	Whitfield	-	4	4	20
MGMT 481.001	Leadership in Organizations	Whitfield	Term 1	2	2	18
MGMT 489.001	Project-Based Management Internship	Manns	-	3	1	20
MGMT X71	Special Topics TBD	Manns	Term 1	2	2	18
MGMT X71	Special Topics TBD	Whitfield	Term 2	2	2	18
MGMT X71	Special Topics TBD	Cole	Term 1	2	2	18
HUM 414.XXX	Individual in the Contemporary World	Stratton	-	4	4	22
HUM, LA478, or MGMT 178	TBD	Other**	-	4	4	18

Table 4d: Spring Schedule Projections (Odd Years)

Spring Odd

Course	Name	Instructor	Term	Credits	Contact Hours	Limit
MGMT 130.001	Introductory Seminar in Organizations	Other**	Term 1	2	2	20
MGMT 130.002	Introductory Seminar in Organizations	Other**	Term 2	2	2	20
MGMT 130.003	Introductory Seminar in Organizations	Other**	Term 2	2	2	20
MGMT 130.004	Introductory Seminar in Organizations	Clark Muntean	Term 1	2	2	20
MGMT 130.005	Introductory Seminar in Organizations	Clark Muntean	Term 2	2	2	20
MGMT 230.001	Organizational Behavior and Theory	Stratton	-	4	4	20
MGMT 230.002	Organizational Behavior and Theory	Clark Muntean	-	4	4	20
MGMT 230.003	Organizational Behavior and Theory	Clark Muntean	-	4	4	20
MGMT 250.001	Principles of Marketing	Cole	-	4	4	20
MGMT 250.002	Principles of Marketing	Cole	-	4	4	20
MGMT 300.001	Legal and Ethical Environment	Harvey	-	4	4	20
MGMT 300.002	Legal and Ethical Environment	Harvey	-	4	4	20
MGMT 343.001	Sport Management	Cole	Term 1	2	2	18
MGMT 357.001	Promotion Management	Cole	Term 2	2	2	18
MGMT 380.001	Management Science	Yearout	-	4	4	20
MGMT 380.0L1	Management Science Lab	Yearout	-	0	0	-
MGMT 380.002	Management Science	Yearout	-	4	4	20
MGMT 380.0L2	Management Science Lab	Yearout	-	0	0	-
MGMT 386.001	Management Information Systems	Manns	-	4	4	20
MGMT 398.001	Global Management	Burris	-	4	4	20
MGMT 398.002	Global Management	Burris	-	4	4	20
MGMT 401.001	Global Finance and Marketing	Burris	Term 1	2	2	18
MGMT 401.002	Global Finance and Marketing	Burris	Term 2	2	2	18
MGMT 423.001	Seminar in Public Management and Leadership	Stratton	Term 1	2	2	15
MGMT 424.001	Seminar in Organizational Power and Politics	Stratton	Term 2	2	2	15
MGMT 458.001	Marketing Strategy	Other**	Term 1	2	2	18
MGMT 464.001	Project Management	Yearout	Term 1	2	2	18
MGMT 465.001	Operations Research	Yearout	Term 2	2	2	18
MGMT 480.001	Senior Capstone in Strategic Management	Whitfield	-	4	4	20
MGMT 480.002	Senior Capstone in Strategic Management	Whitfield	-	4	4	20
MGMT 481.001	Leadership in Organizations	Whitfield	Term 1	2	2	18
MGMT 489.001	Project-Based Management Internship	Manns	-	3	1	20
HUM, LA478, or MGMT 178	TBD	Manns	-	4	4	18
HUM, LA478, or MGMT 178	TBD	Other**	-	4	4	18
MGMT X71	Special Topics TBD	Whitfield	Term 2	2	2	18