

THE UNIVERSITY OF NORTH CAROLINA AT ASHEVILLE  
FACULTY SENATE

Senate Document Number 5818S  
Date of Senate Approval 04/05/18

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Statement of Faculty Senate Action:

**APC Document 51 (MGMT) Remove Emphasis Areas from requirements for Management majors**

**Effective Date: Fall 2018**

**1. Delete:** On page 215, the entry under item **III, Emphasis Areas:**

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. Students declaring two emphasis areas may use a maximum of one course to satisfy requirements in both areas of study. Relevant courses may be substituted within an emphasis area with approval of the department chair.

**Add:** On page 215, in place of the deleted entry:

III. Required Electives – at least 4 hours at the 300-400 level in MGMT. Students may choose these electives from across different topics or may focus their study in a specific area such marketing, global business, entrepreneurship, human resource management, or business analytics. Students should consult their advisor for options, review the list of MGMT course offerings in the catalog, and visit our website (<https://mgmtacct.unca.edu/management-programs>) for more information on potential focus areas. If students wish to complete courses outside of the major to complement or focus their area of study in management or in preparation for graduate school, they may do so using their general university elective credits. Management majors are strongly encouraged to consider a portfolio of certain courses in ACCT, CSCI, ECON, ESI, IST, LANG, POLS, PSYC, SOC, and STAT. Consult your advisor and visit our department website for recommended courses.

**2. Delete:** On page 215-216, the entry for the **Management Emphasis Areas:**

**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: IST 200; MGMT 352, 388, 458.

**Finance**

Required: ECON 342.

Additional courses from which to choose: ACCT 200; ECON 305, 310, 350; MGMT 407.

**Global Business**

Required: MGMT 407.

Additional courses from which to choose: ECON 250, 314, 350, 355; MGMT 405;  
POLS 281.

**Human Resource Management**

Required: MGMT 323.

Additional courses from which to choose: ECON 330; MGMT 324, 352, 388, 423, 424, 464, 481; SOC 210.

**Leadership**

Choose 6 credit hours from the following course options: MGMT 388, 481, 423, 424, 464; POLS 321.

**Marketing**

Required: MGMT 357, 453.

Additional courses from which to choose: MGMT 343, 352, 360, 363, 388, 458.

**Operations Management**

Required: MGMT 362, 465.

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

**Impact Statement:** The removal of the Emphasis Areas is a structural change to the curriculum that will have positive impact on student choice, afford increased flexibility when planning for a timely graduation, offer greater efficiency when managing faculty deployment to support major core requirements and elective courses, and provide flexibility to staff courses that support the LAC (e.g., HUM, LA, WGSS, 178s, etc.). More specifically:

- (1) The credits required for the MGMT major will reduce from 58 to 56 hours, which when combined with the LAC requirements ensures we still remain compliant with the credit cap limit policy.
- (2) Students and faculty will not be subject to curricula requirements in the current Emphasis Areas especially in situations with low-enrolled required Emphasis Areas courses. With a proposed minimum of four credit hours of MGMT electives, students may take a course(s) across different topical areas or enroll in courses in a focused area of study. However, we envision that students will choose to enroll in additional credit hours inside and outside of the major if they seek broader or additional exposure to content in a focused area of study.
- (3) We will be nimbler to control offering frequency in cases where there are low or high enrollments, when faculty are on leaves of absence, or when we contribute to the LAC. See attached draft schedules (Appendix A), Course Offerings Model (Appendix B), and FTE Utilization Model (Appendix C).
- (4) As a result of our 3-year pilot with Emphasis Areas, we have enrollment data for each of the MGMT electives. Therefore, we will partner with the Registrar's Office and IREP to determine how best to predict potential student demand for certain 300-400 level courses moving forward so we can increase efficiency and ensure students are aware of planned offerings.
- (5) While we will still encourage our students to enroll in courses outside of the major, we have experienced a cost associated with permitting students to use non-MGMT courses as their major electives. Between 2014-2017, an average of 13 MGMT students per semester completed non-MGMT courses as part of their EAs. If those students had enrolled in MGMT courses per this proposal, we would have seen an average of 42% increase in enrollment in our 300-400 level MGMT electives. This is an obvious tradeoff in terms of permitting non-MGMT courses to be included in the major versus advising them to take those courses as part of the university-wide available electives. Given that students will be permitted flexibility with the MGMT electives and also encouraged to complete complementary coursework outside of the major using their university free electives, we are confident that departments and programs will continue to benefit from enrollment demand generated by MGMT students.

(6) There is a potential impact on major declarations for which we plan to address. Students currently identify closely with their Emphasis Areas; however, students could still have an identity that we would promote in Admissions materials. They will be encouraged to use their major and non-major electives to customize exploratory areas of study leveraging a portfolio of courses. We would provide planning resources and tools for them to work with their adviser as part of this exploration. Additionally, students would have greater flexibility when deciding HOW to complete their four-hour elective requirement – for instance, if they wanted to explore across content areas (marketing, finance, global business, HR) versus taking courses in a single area of study (e.g., marketing), they would now have that choice. The current model does not permit this flexibility.

(7) Our reduction in credit hours, and associated nimbleness to our model, will not result in any deviation from models typical to AACSB accredited programs with a management or business major. The attached matrix (Appendix D) depicts course offerings at UNC Asheville in contrast and comparison to a variety of AACSB and COPLAC peer institutions, and other peer institutions recommended by UNC General Administration. We are slightly below average in the number of required hours; the number of credit hours expected beyond the major core vary dramatically across the institutions, but we do require fewer non-core courses (electives, experiential learning, etc.) than a majority of those included in our review. This speaks to the potential for students to enroll in courses outside the major to support other topical areas of study related to management.

(8) We have also proposed changes to upper-level MGMT electives (e.g., move from 2-cr to 4-cr, offering frequency changes, additional or deleted courses), which may impact current students who do not redeclare. If declared majors in the current catalog do not wish to redeclare, then we will work with them to make appropriate substitutions as necessary.

**Rationale:** The aforementioned changes to remove the Emphasis Areas reflect our original intention, as noted in [Senate Document 3315S](#), to “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.” The overarching rationale to make this structural change to the curriculum is based on the need for flexibility, choice, and resource management. Given the current Emphasis Area model and the need to offer certain required courses, along with some challenges with enrollment fluctuations and personnel changes, we have been restricted to those offerings and at times had to make ad hoc course substitutions. This has created some unintended inefficiency and planning challenges for both the department faculty and our students. Our FTE Faculty and our Advisory Board (see Appendix E) voted unanimously to support these changes.

Additionally, the Emphasis Areas are not listed on the transcript, which we originally hoped, and therefore has been simply a way to organize course offerings around topical areas. Removing the Emphasis Areas will not negate the possibility for a student to organize a portfolio of courses in a topical area. Rather, this will permit students more freedom to choose which course(s) (related to a topical area or unrelated electives) to complete. With only four hours of electives required in the major (and with the overall major and LAC requirements), students could still have sufficient hours of university electives to pursue related or unrelated coursework outside the major. We will strongly encourage our students to engage in interdisciplinary preparation for graduate studies and the world of work. For instance, the following topical areas (and associated portfolio of courses) could be designed by the student and adviser during degree planning. This is not an exhaustive list.

- Global Business (MGMT, ECON, INTS, POLS)
- Finance (MGMT, ECON)
- HR Management (MGMT, PSYC, SOC, ETHICS/IST)
- Operations Management (MGMT, ECON, MATH/STAT)
- Marketing (MGMT, NM, MCOM)
- Leadership (MGMT, POLS, SOC, PSYC)
- Entrepreneurship (MGMT, IST)
- Public Policy and Administration (MGMT, ECON, POLS)
- Non-Profit Management (MGMT, POLS)
- Decision Science/Analytics (MGMT, ECON, MATH/STAT)

The opportunities to explore topical areas inside and outside the major will neither be prescriptive nor rigid, but rather give students the choice to determine what electives to complete. If a student does not want to customize an area of study with both major and non-major electives, they can just take the minimum number of MGMT credit hours to satisfy the electives requirement and pursue a minor in other departments or programs.

**Table 1: Proposed Change to MGMT Major**

| <b>B.S. in Management Requirements</b>     |            | <b>LAC Requirements</b>     | <b>CH</b> |
|--|------------|-----------------------------|-----------|
| <i>Business Core</i>                       |            | XXX 178                     | 3-4       |
|  | <b>CH</b>  | HUM 124                     | 4         |
| ACCT 215                                   | 3          | HUM 214                     | 4         |
| ACCT 216                                   | 3          | HUM 324                     | 4         |
| ECON 101* SSP                              | 3          | HUM 414/LA 478              | 4         |
| ECON 102                                   | 3          | LANG 120                    | 4         |
| ECON 306                                   | 3          | ARTS                        | 3-4       |
| STAT 185* QP                               | 4          | Second Language             | 0-4       |
| MGMT 130                                   | 2          | Lab Science                 | 4         |
| MGMT 230                                   | 4          | Scientific Perspectives     | 3-4       |
| MGMT 250                                   | 4          | Social Science Perspectives | -3*       |
| MGMT 300                                   | 4          | Quantitative Perspectives   | -4*       |
| MGMT 380                                   | 4          | Diversity Intensive         | -4*       |
| MGMT 386                                   | 4          |                             |           |
| MGMT 398* DI                               | 4          | Subtotal                    | 33-40     |
| MGMT 480                                   | 4          |                             |           |
| <i>Required Electives</i>                  |            | TOTAL MGMT                  | 56        |
| MGMT 300-400                               | At least 4 | LAC+B.S. in MGMT            | 89-96     |
| <i>Experiential Learning</i>               |            | Remaining Electives         | 31-24     |
| MGMT 488, 489, 499, <u>or</u> Study Abroad | 3          |                             |           |

**Relevant Appendices:**

|                                     |   |
|-------------------------------------|---|
| Appendix A – Draft Schedules        | Appendix E – Advisory Board Support Letter          |
| Appendix B – Course Offerings Model | Appendix F – Social Marketing Course Peer Offerings |
| Appendix C – FTE Utilization Model  | Appendix G – Course Coverage Matrix                 |
| Appendix D – UNCA Peer Matrix       |   |