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**Department of Management
Jon M. Huntsman School of Business
Utah State University**

Proposed Curriculum Revisions

The Need and Purpose

Over the years the courses and programs of study sponsored by the Management Department in the Huntsman School of Business have proliferated through mergers with other departments and programs, often out of necessity rather than by design. The result has been the emergence of a collection of seven majors that in some cases are outdated, and as a group have become increasingly difficult to deliver with existing faculty resources.

The Management Department faculty has known that its majors needed critical review and restructuring to prepare its graduates for career paths in a job market that has changed significantly. In addition, as a Land Grant Institution, the Management Department has a responsibility to deliver high quality programs of study throughout the State of Utah. R312-8 states that the Management Department has a statewide responsibility to deliver business education. The proposed changes will make every degree offered by the Management Department scalable to the entire State of Utah with the same academic curriculum students would receive if they were in a Utah State University on-campus classroom.

The proposed curricular revisions will provide the course content necessary to prepare graduates for today's job markets. As will be described, the design change eliminates four majors and concentrates faculty resources and assets on three majors.

Management Department Curriculum

The entire Management Department faculty and staff, including Regional Campus and Distance Education faculty, have worked together to restructure the curriculum, focusing upon functional specializations, cutting edge pedagogy and design excellence. The objectives the Department sought to achieve in the redesign included the following:

1. Focus on building brands and degrees of distinction that would bring state and national recognition for graduates.
2. Build degrees that would best prepare students for effective job market entry.
3. Ensure that the content in the courses and degrees offered is complete, current, and rigorous.
4. Optimize human capital, resources, and assets of the department.
5. Prepare students for the realities of not only the current business environment but also equip students for challenges of the future.

The Management Department has restructured its majors and upon approval will begin to implement the curriculum design in the fall of 2012.

The Management Department will offer programs of study in the following three existing majors:

1. Business Administration. The business administration major prepares students for positions such as Business Manager, Business Analyst, Benefits Administrator, Account Executive, Department Administrator and Entry Level Professional Positions. The redesigned major requires 69 credits (40 credits of Huntsman School of Business Acumen, 29 credits focusing upon the Business Administration discipline).
2. International Business. Approximately 60% of USU business student have foreign language competency. The international business major develops the skills and knowledge needed to provide leadership in the global marketplace. This requires not only being able to manage customers, products, and processes in global supply chains, but also understanding the social, political, and cultural dimensions of business in an international environment. The restructured International Business major requires 70 credits (40 credits of Huntsman School of Business Acumen and 30 credits focusing upon the international business discipline).
3. Marketing. The marketing major was completely restructured to ensure that USU graduates have the skills to succeed in a marketing career. The major ensures that graduates are able to perform rigorous market analysis, write marketing plans, lead sales teams and accounts, build strong brands and position products effectively in competitive market places. The redesigned major requires 67 credits (40 credits of Huntsman School of Business Acumen and 27 credits focusing upon the marketing discipline).

Department of Management has several minor degrees that are proposed, pending or currently exist. The Management Department faculty spoke with key stakeholders including future employers and industry thought leaders and determined that the minors listed below; along with the revised management majors prepare Utah State University students to succeed in today's job market and help them achieve their career goals.

1. Entrepreneurship (proposed minor, attachment A)
2. Hospitality and Tourism Management (proposed minor, attachment B)
3. Human Resource Management
4. International Business
5. Management
6. Operations Management

The Management Department faculty proposes to eliminate four majors. The elimination of the four majors allows better asset utilization and improved focus on areas in which distinction can be achieved by concentrating on the three majors described above. The detailed justification for the elimination of each degree can be found in the attachments. The degrees proposed for elimination include the following:

1. Human Resources (attachment C)
2. Operations Management (attachment D)
3. Entrepreneurship (attachment A)
4. Bachelor of Business (BUS, attachment E)

Implementation of the Proposed Curriculum

Students who have declared Human Resources, Operations Management, Entrepreneurship or BUS majors and are currently enrolled in those programs of study will be allowed to complete their degree. They will be phased out over a three-year period as described below. By 2015 all students enrolled in the Human Resources, Operations Management, Entrepreneurship and/or Bachelor of Business degrees will have graduated and the three, restructured majors will be delivered by the Management Department.

2012:

Incoming freshman will declare one of the three Management Department majors (Business Administration, International Business or Marketing) and enroll in University General Education courses during their first year of studies.

Sophomores will enroll in the Jon M. Huntsman School of Business Acumen Courses (courses are scaled for RCDE students)

Juniors will complete Jon M. Huntsman School of Business Acumen Courses and begin Major courses in Business Administration, International Business and Marketing or in one of the discontinued majors that includes Human Resources, Operations Management, Entrepreneurship and BUS majors.

Seniors will complete major coursework in all degrees that may include the discontinued degrees.

2013:

Sophomores will enroll in the Jon M. Huntsman School of Business Acumen Courses (courses are scaled for RCDE students)

Juniors will complete Jon M. Huntsman School of Business Acumen Courses and begin Major courses in Business Administration, International Business and Marketing or in one of the discontinued majors that includes Human Resources, Operations Management, Entrepreneurship and BUS majors.

Seniors will complete major coursework in all degrees that may include the discontinued degrees.

2014:

Juniors will complete Jon M. Huntsman School of Business Acumen Courses and begin Major courses in Business Administration, International Business and Marketing (Major courses will be scaled for RCED students).

Seniors will complete major coursework in all degrees that may include the discontinued degrees.

2015:

Seniors will complete course requirements for degrees in Business Administration, International Business and Marketing (all courses will be scaled for RCED students). Beginning the fall 2015 all students will be enrolled in one of the three Management Department Majors and/or the minor offerings. All discontinued degrees will have been phased out.

Attachment A

Section I: Request

The Management Department in the Jon M. Huntsman School of Business at Utah State University requests to discontinue the current Major in Entrepreneurship and replace it with an Entrepreneurship Minor.

The impact of cancelling the Entrepreneurship Major for both Logan-campus and Regional Campus and Distance Education (RCDE) students will be minimal and the new Minor in Entrepreneurship has the potential of achieving positive, statewide academic results. The new minor includes all of the courses necessary to ensure that all USU students have the opportunity to master the theory, concepts, models, and competencies required to design and launch new ventures: social, not-for-profit, or for profit.

Students currently majoring in entrepreneurship will be able to complete their degree as the department phases out the degree over the next two years.

Section II: Need

The need for replacing the undergraduate Entrepreneurship Major with a minor is justified in terms of student career paths and the results anticipated by the implementation of the new Entrepreneurship Minor in its place. There exists an unmet need for entrepreneurship education that is accessible to all students throughout the USU Logan campus and across the state. The current Entrepreneurship Major offered by the Management Department requires a significant number of classes to acquire the necessary business acumen to successfully design and launch a venture. Students in other colleges (e.g., science, engineering, arts, agriculture, etc.) have difficulty fitting all of the necessary entrepreneurship classes required in the major into their programs of study. Courses in the current Entrepreneurship Major are offered at a time and in ways that exclude students both on campus and at RCDE locations. The proposed minor overcomes these problems and better serves all USU students in terms of the course structure, pedagogy, and the use of distance learning technologies.

The Net Impact of Dropping the Major

The only net impact of dropping the Entrepreneurship Major will be to those students who come to USU to specifically study entrepreneurship. However, there are very few of these students and these students will have the option of studying entrepreneurship as a minor combined with another major such as the redesigned Business Administration Major. Department research has shown that the combination of a Business Administration Major and an Entrepreneurship Minor would make a powerful difference in the job market for students. This combination will also prepare them much better to launch a venture if that is what they choose to do upon graduation. Those students already majoring in entrepreneurship will be allowed to complete their major with no disruption in their studies.

Rationale and Goals for the Entrepreneurship Minor

The purpose of this proposal is to obtain approval to offer a unique, state-of-the-art sequence of two-credit courses that will be required for students to achieve a minor in Entrepreneurship. In addition to offering the courses during the fall and spring semesters, the sequence will be offered during the seven-week

summer semester that will accelerate entrepreneurial education for students. Students from throughout the University and State will be able to complete the entire Entrepreneurship Minor during the seven-week, summer program. Students with a minor in entrepreneurship combined with a major in business administration can find employment in corporate areas of research and development, new product key accounts, and launch turnaround management and strategic planning and execution. A minor in entrepreneurship can be an asset to student's careers because students enter the market with the Business Administration Major along with the skills to identify opportunities and launch new ventures. Organizations will value our graduates as entrepreneurs who can regenerate advantage for the organization.

The sequence of courses designed for the Entrepreneurship Minor will follow the actual process and steps real-world entrepreneurs use to create successful new companies. It will consist of six, two-credit courses totaling 12 credit hours. The seventh course will involve intensive one-on-one mentoring from various faculty members and industry experts who will assist with the implementation of the business concepts developed during the course. Once the student has reached the seventh course in the sequence, their business concept is tightly focused and as a result, their instructional needs are best met through individualized, one-on-one instruction and mentoring.

The courses offered will be fully developed by faculty members who currently participate in teaching the courses of the soon to be discontinued Entrepreneurship Major. The courses that will make up the Entrepreneurship Minor include the following:

MGT 3510: New Venture Fundamentals

Course Description:

This course is the first course in a series of entrepreneurship courses required for a minor. The course is about innovation, opportunity recognition, and feasibility analysis. The course will teach students how to gain industry knowledge, how to evaluate competitors, how to know their customer's needs both in terms of product attributes and internal value drivers, how to identify a true opportunity and assess it, and finally how to build an effective business model around an opportunity once found.

Justification:

A program of study in entrepreneurship must begin with a class that focuses on opportunity recognition and the skills necessary to determine if the opportunity has a sound business model worthy of going forward to the next stages of launching the venture. This class has value for more than entrepreneurship students interested in launching a new enterprise (for profit or not-for-profit). These are skills that every business leader should possess in today's volatile, uncertain business environment. This will be a class that other programs of study within the school of business and throughout the university will find valuable. It will make USU students marketable.

MGT 3520: New Venture Management

Course Description:

Once an opportunity has been identified and its feasibility tested, entrepreneurs and business managers need to have the skills to form the business entity. Research on the models, concepts, and theory in this area is very well established in the venturing literature and will form the basis for the course. This course teaches students how to assess the critical organizational resources and competencies necessary to start the organization to take advantage of the opportunity. Students

learn how to assess their personal skill set and identify their personal strengths and weaknesses, their competency gaps. Students will learn how to engage a brain trust of mentors, find the right partners, and build a leadership team that is required for a successful organizational launch. Having the right management team has been shown to be one of the fundamental elements of a business model that will help the organization start and thrive. In the process students learn systems thinking for operational excellence.

Justification:

Research has demonstrated that having the correct skill set on the launch team determines success of the organization. Venture capitalists, angel investors, banks, and corporate boards consider a poor management team a 'deal killer' when it comes to investing money in a new opportunity. Students must understand these principles or their ideas will not get traction in the market in terms of production, customer acquisition, investment and profitability. The theory underlying these principles is well-established in the literature and principles taught will be grounded on sound research.

Prerequisite: MGT 3510

MGT 3530: New Venture Marketing

Course Description:

This course teaches students how to develop and build the brand for the new enterprise. Strategies for gaining customer intelligence are taught with particular attention to primary and secondary marketing research. Effective low-cost marketing strategies are taught. Students are taught how to use 'the coin of the realm' to gain market presence for their ventures. Understanding and implementing social media in the market and promotion of the opportunity will be learned in the course, as well as the role of traditional media: print, radio, television. This course will use well-established research in marketing, strategy, and psychology to support the tools, concepts, and theory taught in the class.

Justification:

Too many people with an idea for a new enterprise have a "build it and they will come attitude." Unfortunately, most of these people fail. While the numbers vary somewhat based on the source, it is generally agreed that 50 percent of all new businesses fail within five years and that 70 percent fail within ten years. If the venture fails in attracting customers it will fail. Students must understand and master the principles taught in this class. As with other courses in this series, these skills will make USU students highly desirable in the market and increase their probability of success in launching their new businesses.

Prerequisite: MGT 3510

MGT 3540: New Venture Financing (already exists 4580)

Course Description:

This course provides overview of financial issues affecting entrepreneurial ventures. Emphasizes finance skills needed to develop the financial section of a business plan, make practical financial assessments of new business opportunities, and explore sources of new venture funding. Students will learn how to evaluate resource requirements, mobilize non-financial resources, develop strategies for bootstrapping, and explore options for funding with debt and equity. The

theory and tools of deal valuation will also be taught. Students will also learn how to develop a resource and funding strategy, as well as cash and risk management.

Justification:

Entrepreneurs and employees in an existing enterprise must learn the financial skills necessary to launch their venture. Finance is more than simply a matter of “getting the money” to launch. There are skills in how to approach and successfully work with the different sources of capital and how to successfully manage the risks associated with each source and launch in general. While money is absolutely necessary to launch, getting the capital with a poor financial plan will actually harm the venture. This course is absolutely necessary to teach students effective financial management with respect to starting a new enterprise.

Prerequisite: MGT 3510

MGT 3560: New Venture Planning (already exists 4880)

Course Description:

Theoretical and practical aspects of starting or buying a business are taught in this class. This includes the development of a business plan, as well as conducting due diligence for buying a business or extensive consulting with a start-up or growth business. Students learn that entrepreneurial planning is an ongoing process that is centered upon organizational mission, vision, values, and goals. As part of the instruction, students learn how to create an annual execution plan and a Personal Placement Memorandum (PPM).

Justification:

The business plan has been called the ticket for admission to the investment processes and the PPM is the key to getting the business plan in front of investors and top management. The plan also forces the student to systematically consider all aspects of the venture from marketing to operations and finance. Even where deals are bootstrapped and a full-blown plan is not necessary for investors, it forces a rigorous analysis of the deal by the entrepreneur and brings discipline to the launch. The skills taught in this class are rare and highly valued within existing enterprises and fundamental to launching a new venture.

Prerequisite: MGT 3510, MGT 3520, MGT 3530, MGT 3540

MGT 3570: Social Venturing: New Venture Social Responsibility

Course Description:

This course focuses upon social enterprises including ventures with a social mission, non-governmental-organizations (NGOs) and not-for-profits enterprises. Students learn about the growing interest in social entrepreneurship and why serving a broader purpose makes sense. Students learn how social venture business models differ from those of for-profit ventures. Theory underlying social capital, economics, micro-venturing and philanthropy are taught in this course. Networking, governance, compliance, and business ethics are all examined.

Prerequisite: MGT 3510

Justification:

Perhaps one of the fastest growing streams of research and instruction around the world focuses on social ventures. It has become a cornerstone for entrepreneurship education nationally. Most new ventures have a “double-bottom line” including a profitable return for investors and some form of beneficial externality for stakeholder groups. Research has demonstrated that a double bottom line increases the probability of success for the venture. Additionally, the concepts taught in this class reinforce the ethical and moral values central to the Huntsman School of Business and Utah State University.

MGT 3580: New Venture Execution**Course Description:**

This capstone course of the entrepreneurship program is about launching the venture and students are assigned to various faculty and investment mentors. Mentors and students meet regularly throughout the course while students work on executing issues in their business plans. Mentors who are especially experienced in the specific industry of focus help students create networks of advisors and help students solve problems with implementation.

Course Justification:

This course is the capstone course for the entrepreneurship program of study and incorporates the highest levels of learning theory. By this stage, students have mastered the knowledge of entrepreneurship and have demonstrated comprehension, application, and analysis as they have worked through the various stages of launching a venture. As students actually go through the execution of their new venture plan, they must evaluate and synthesize what they have learned as they move into unfamiliar, uncertain environments. In short, there will be surprises. Having a knowledgeable mentor to provide individualized guidance and instruction to the student instruction is necessary. No two students in this class will face the same challenges. Individualized attention and instruction is necessary. This is possible because of the network of mentors available to USU students managed by the Huntsman School's Center for Entrepreneurial Excellence.

Prerequisite: MGT 3560

The Huntsman School of Business has a strong clinical and tenure-track faculty in the field of entrepreneurship. This group has extensive experience in new venture creation, business strategy, organizational consulting, and research and teaching in entrepreneurship. The following individuals will provide input in program design and may participate in the instruction and mentoring:

James Davis, Ph.D. – Head of the Management Department. Jim has published extensively in the areas of entrepreneurship and business strategy, created and launched the Gigot Center for Entrepreneurial Studies at the University of Notre Dame, and served as the John F. O'Shaughnessy Chair of Family Enterprises.

Michael Glauser, Ph.D. – Executive Director of Entrepreneurial Programs. Mike has written and published in the field of entrepreneurship, started several successful organizations, consulted with numerous startup companies, and created the Institute for New Enterprise at Westminster College.

Ken Snyder, MBA – Executive Dean and Chief Administrative Officer. Ken is an entrepreneurial leader of multiple successful start-up companies. He teaches courses in new venture creation, planning, and marketing strategy.

David Herrmann, MBA – Executive in Residence. David has extensive experience developing new ventures and teaching entrepreneurship. He created and manages the SEED program (Small Enterprise Education and Development) in the Huntsman School of Business.

Dan Holland, Ph.D. – Assistant Professor of Entrepreneurship. Dan teaches entrepreneurship and conducts research on entrepreneurial motivation and decision-making. He has 12 years of experience working in various engineering, marketing, and management roles.

Christopher Reutzel, Ph.D. – Assistant Professor of Management. Chris conducts research in new venture creation. He teaches courses in entrepreneurship, business strategy, and is developing a course in social entrepreneurship.

Eric Schulz, MBA – Senior Lecturer and Co-Director of Strategic Marketing and Brand Management. Eric has worked in marketing and brand management with some of the top consumer product companies in the world – Procter & Gamble, Disney, and Coca-Cola. He teaches courses in product marketing and brand management.

The long-term goal is to have a clearly defined sequence of courses that follows the process actual entrepreneurs use to create successful business ventures. Students will be able to take these courses during the school year in the traditional semester format or during the summer in the intensive accelerated format outlined here. The summer format should be particularly attractive to non-business majors doing a minor in entrepreneurship and community members who need help with the creation, launch and development of their own company. This unique sequence of courses will appeal to three groups of potential students from throughout the state: (1) business students who wish to add entrepreneurship as a minor, (2) non-business students who want to minor in entrepreneurship, and (3) aspiring entrepreneurs and small business owners from the community.

Section III: Institutional Impact

The proposed program of study should not affect enrollments in instructional programs offered by affiliated departments or programs. Changing our Entrepreneurship Major to an Entrepreneurship Minor keeps the current administrative structure in place and provides the resources and the faculty to deliver the program. The design for the minor will be less invasive to other programs of study because the courses are offered in two-credit, modular format. Students will be able to minor in Entrepreneurship without disrupting or conflicting with their major programs of study.

The Entrepreneurship Major is currently offered on the Logan campus and throughout the state through RCDE. The proposed minor will also be offered statewide. Again, the Huntsman School of Business has the technology in place to deliver the program throughout the state. No additional equipment will be required.

Section IV: Finances

Because the structure, resources, and finances are in place from the major and are simply shifting them to a minor, no additional resources are necessary. The minor will be offered through on-line instruction to all RCDE locations, economies of scale will be realized.