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Recommended Citation

Utah State University, "Educational Policies Committee Program Proposal, Jon M. Huntsman School of Business, March 30, 2012 – Discontinue the Current Major in Operations Management" (2012).

Educational Policies Committee. Paper 773.

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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 The result has been the emergence of a collection of seven majors that in some cases are outdated, and as a group have become increasingly difficult to deliver with existing faculty resources.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 D

Section I: Request

The Management Department in the Jon M. Huntsman School of Business at Utah State University proposes to discontinue the current Major in Operations Management.

The impact of cancelling the Operations Management Major for both Logan-campus and RCDE students will be minimal. The program will be phased out so that current majors will be able to complete their degree. The Minor in Operations Management will continue to be offered. Students seeking a degree program in operations will be advised to enroll in the Business Administration Major and the Operations Management Minor.

Section II: Need

Over the past several years, the number of academically qualified (AQ) faculty teaching and performing research in operations management has fallen to one faculty member due to retirement, resignations, and death. The current program of study has been offered with the use of well-qualified adjunct faculty; however, because the program of study now relies so heavily upon professionally qualified (PQ) faculty rather than the necessary portion of AQ faculty, changes must be made to retain accreditation. Additionally, this is not an area in which the Department of Management can achieve distinction and thus the Department has decided to offer a limited number of majors in other areas.

Section III: Institutional Impact

The elimination of the Operations Management Major will mean more growth for other majors in the Huntsman School of Business. It is anticipated that most of the majors will enroll in the Business Administration and International Business Majors currently being offered by the Management Department. Faculty resources from the current operations courses will be shifted to those majors to meet that increased demand.

This revision in the Management Department's curriculum will allow better use of its faculty resources. The department has had to rely extensively upon adjunct faculty to deliver seven majors and the MSHR Degrees. In the future the department will have three majors and the MSHR and the MBA graduate programs. Dropping the Operations Major will allow the department to better utilize faculty resources by applying them to three well-defined, strong majors that include Business Administration, International Business, and Marketing.

Section IV: Finances

No additional finances are anticipated by making this change. The Business Administration and International Business Majors will grow over the next three years as the majors from the Operations Major matriculate into those majors. Resources currently used for the Operations Management Major will be shifted into the Business Administration Major to meet the needs of the increased enrollment.