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 The result has been the emergence of a collection of seven majors that in some cases are outdated, and as a group have become increasingly difficult to deliver with existing faculty resources.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

Section I: Request

The Management Department in the Jon M. Huntsman School of Business at Utah State University requests to discontinue the Major in Human Resource Management.

The impact of cancelling the Human Resource Management Major for both Logan-campus and RCDE students will be minimal. The program of study will be phased out so that current majors will be able to complete their degree. In the future, students wishing to study Human Resource Management can take the Human Resource Management Minor or, take the Major in Business Administration followed by the Master's Degree Program in Human Resource Management (MSHR) offered by the department. Through these options, students at Utah State University desiring education in Human Resource Management will still have that opportunity.

Section II: Need

Over the past 20 years, the default degree requirement for starting a career in a professional human resource role has been raised to the master's degree (similar to accounting). If an organization hires someone with a bachelor's degree into a human resources (HR) assignment, it is a "HR clerk" type role, not a professional role and these types of jobs can be had with an undergraduate degree in "Management" as easily as with a degree in HR.

Once the HR Major is dropped, undergraduates who are interested in a career in human resource management will be advised to major in Business Administration and upon graduation enroll in the MSHR Program. There is a strong expectation in the HR field that students have a broad business background undergirding their HR specialized training and the Business Administration Major provides that. Interested and qualified undergraduates will be advised to put together a five-year program pathway that allows them to complete both their BS and MSHR Degrees. In an ideal program, students would complete foundational HR coursework and an internship at the undergraduate level, followed by in-depth training and an advanced internship during their graduate program, thus preparing themselves for competitive placement in the market.

Section III: Institutional Impact

The elimination of the HR Major will mean more growth for other majors in the Huntsman School of Business. It is anticipated that most of the HR major students will enroll in the Business Administration and International Business Majors currently being offered by the Management Department. Faculty resources from the current HR 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 along with the MSHR and the MBA graduate programs. Dropping the HR Major will allow us to better utilize faculty resources by applying them to three well-defined majors that include Business Administration, International Business, and Marketing.

While some students may not prefer to complete the MSHR Degree and enter the profession with a baccalaureate degree, their career expectations and placement will be much better with the Business Administration Major.

Section IV: Finances

Resources used for the HR Major will be needed for the increased enrollment in the Business Administration Degree and the MSHR Programs that will grow with the changes in Management Department Curriculum. No additional resources are required to eliminate the HR Major.