

## **Proposal for a Change in an Existing Concentration**

**Current Program:** Management Concentration, B.S. in Business Studies

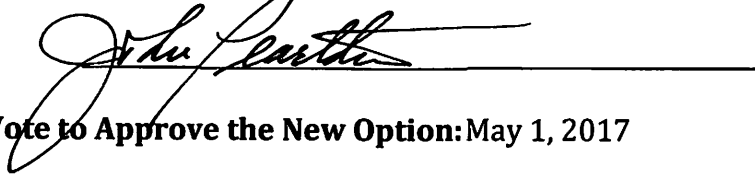
**Stockton Program Acronym:** Program: BSNS  
Concentration: MGMT

**Degree:** B.S.

**CIP Code:**

**Names and signatures of Faculty Proposing New Option:**

John Pearlstein



**Date of Faculty Vote to Approve the New Option:** May 1, 2017

### **Description of New Option**

#### **Background**

In 2016, the School of Business received accreditation from AACSB. The accreditation process was a lengthy undertaking that lasted 9 years and required the input and effort of every faculty and staff member of the business department. This Accreditation has only been achieved by a small subset of all business schools within the nation, and it is an important source of legitimacy for the school to both prospective students and employers. It is also a source of tremendous pride for the business faculty and the University. However, in meetings with the accreditation officers from AACSB, it was made clear that the current Management curriculum appears dated to them, and they strongly suggested that it needed to be refreshed. Input from the School's own Business Advisory Board has also directed us to make improvement in writing skills, computer skills, presentation skills, data analytics, supervision, teamwork, and innovation.

The Management Concentration already exists. This proposal involves changes within the existing structure, affecting only the Management track within Business Studies, and involves no change in CIP code. Thus we believe this proposal is simply a notification to Faculty Senate, Provost Council, and the Administration.

The proposal has fully approved by the Management Track faculty, the full Business Studies faculty, and is supported by the Dean.

#### **Purpose**

The purpose of the revised curriculum is to provide an updated undergraduate concentration in management. The new management curriculum will also support and enhance the Business School Learning Goals 1-5, as well AACSB's charge to deliver impact and innovation. Concentrations in the BSNS B.S. degree now involve 8 4-credit courses (or 32 total credits). This revised concentration will still require 32 credits,

however it introduces the use of paired 2.0 credit courses, using Subterm A and Subterm B so some students will take more than 8 “courses”.

This revised concentration prepares students for managerial careers in all types of business organizations across all functional departments making it the most versatile degree. The new concentration focuses on knowledge and skills to support managers --- and would be useful across multiple domains whether it be managing people, or resources, or processes and applicable in many industries. The concentration courses focus on the skills, analytical tools, and concepts to understand, improve, and direct individual and group dynamics to achieve organizational performance and strategic goals. In addition, the concentration prepares graduates to careers in Administration, Human Resource Management, Strategic Planning, and Management Consulting among others. The concentration also supports students wanting to start their own entrepreneurial ventures or continue growth in family-owned businesses.

### **Resource Needs**

The MGMT concentration last year hired two new full-time faculty members (one as a replacement for a retiree and the second was a new line). This complement should be sufficient for current enrollments, although will need to be reexamined if enrollments grow (which they have been doing steadily over at least the past five year). The University must use AACSB standards to guide decisions regarding student faculty loads.

In conjunction with the Dean, we have worked out an implementation plan which will with current staffing allow us to transition from the existing set of concentration courses to the new set, and the finance faculty are aware and OK with the fact that we will no longer be requiring the FINA 3562 Budgeting course. The new schedule and transition plan is available from the committee or the Dean if needed in the approval process.

### **The Process**

In order to understand the competitive industry environment of regional business schools and the employers with whom our graduate will compete for jobs. The Management Curriculum Task Force gathered data from 3 sources. We looked at: 1) job postings in management from over 100 companies and 150 different management positions; 2) management curricula from 16 competing business programs; and 3) input from our own Business Advisory Board. After all the data was gathered and analyzed, the Task force dropped, revised, and added courses to create a curriculum we feel will prepare and propel our graduates in this decade and the next, as well as ensure that AACSB will find our program contemporary and level with the other accredited business program they monitor. The program was a joint effort and approved by the entire management faculty. Lewis Leitner, Diane Holtzman, Jaemin Kim and John Pearlstein spearheaded the task force. Arthur Worthington, Nora Palugod, and Emmanuel Small added support in reviewing at various stages. We would also like to thank Ellen Kraft for her many contributions to new course ideas and descriptions that have been proposed in the past and incorporated into this effort.

### **Revised Concentration**

The current curriculum worksheet for the Management Concentration is attached. An excerpt showing the 32 credit course management concentration is as follows:

FINA 3562 Budgeting	(4)
MGMT 3111 Human Resource Mgmt.	(4)
MGMT 3121 Mgmt. Info. Systems	(4)
MGMT 3123 Mgmt. Skills Development	(4)
MGMT 3124 Organizational Behavior	(4)
MGMT Elective	(4)
MGMT 4610 Senior Seminar OR MGMT Elective	(4)
<b>Internship or BSNS Elective:</b> Choose from ACCT, ECON, FINA, HTMS, INTL, MKTG, MGMT, PLAW at the 3000 level or above	(4)

As the table below shows, 4 of the current courses will be retained in the new concentration, 2 of the current courses will be revised, the former “senior seminar or elective” will simply be an elective in the new concentration, and we are replacing FINA 3562 Budgeting with a new Business Communication course.

Replaced with	MGMT 3XXX Business Communication	(4)
Retained	MGMT 3111 Human Resource Mgmt.	(4)
Revamped	MGMT 3XXX Managing Tech & Innovation	(4)
Revamped	MGMT 3XXX Supervisory & Mgmt Skills	(4)
Retained	MGMT 3124 Organizational Behavior	(4)
Retained	MGMT Elective	(4)
Changed	MGMT Elective	(4)
Retained	Internship or BSNS Elective	(4)

**Electives (this list is expected to evolve over time)**

- MGMT 3220 Entrepreneurship and the Lean Startup (4cr)(existing)
- MGMT 3175 Small Business Leadership (4cr)(existing)
- MGMT 3112 Global Business (4cr)(new name)
- MGMT 3150 Quality and the Lean Revolution (4cr)(revised)
- MGMT 3180 Family Business Management (4cr)(new)
- MGMT 3XXX Supply Chain Management (4cr)(new)
- MGMT 3XXX Customer Experience Management (2cr) (new proposed)
- MGMT 3XXX Diversity in Business Today (2cr) (new proposed)
- MGMT 3XXX Leadership and Supervision for Managers (2cr) (new proposed)
- MGMT 3XXX Networking & Influence in Businesses (2cr) (new proposed)
- \*MGMT 3XXX Foundations of Business Analytics (4cr)(new)
- MGMT 4610 Senior Seminar (4cr)(existing)
- MGMT 4950 Management Internship (4cr)(existing)

**MGMT 4110 Leadership and Business Transformation (4cr)(revised)**

**MGMT 4XXX Business Consulting (4 cr)**

**\*Or appropriate course which will be determined once the new concentration in Business Analytics is finalized.**

**Timing:**

**We believe the new curriculum could be rolled out in Spring 2018 or Fall 2018.**

# **Appendix 1**

## **COURSE DESCRIPTIONS**

### **EXISTING COURSES**

#### **Human Resource Management MGMT 3111**

This course focuses on the management of human resources. Topics include motivation and leadership, human resources planning, staffing, development and training, compensation and benefits, collective bargaining/labor management relations, job analysis and design, and the legal aspects of personnel management.

#### **Management Skills MGMT 3123**

This course is designed to help students improve and develop their management skills i.e. personal skills, interpersonal skills, and managerial skills. Since the course focuses on the active involvement of participants, it uses an experiential format. Most class periods will be spent in practice exercises, structured interaction, and student involvement. This Course will be revised to get away from the Resume, interviewing skills, and communication, and to include (but not limited to) focusing more on In/out box handling of situations, and performance appraisal for subordinates. Leading more to the description of Rowan's course

#### **Organizational Behavior MGMT 3124**

An examination of social and psychological aspects of human behavior in organizations with special attention to leadership, management, problem solving and group behavior. Practical applications are examined through case studies and exercises.

#### **Global Business MGMT 3112**

This course examines global competitive strategies and the management of firms engaged in multinational and foreign operations. Primary focus is on strategic and operating management in international settings. The course focuses on cultural factors that affect world wide operations. Also examined are topics in social, economic, political, technological, legal, and regulatory issues. International business cases will be discussed.

#### **Entrepreneurship and the Lean Startup MGMT 3220**

A review of how new businesses adopts entrepreneurial strategies for growth and development. The characteristics of entrepreneurial behavior, creativity and innovation in product/ service development are explored.

#### **Family Business Management MGMT 3180**

This course will cover special family business issues such as the advantages of family businesses, best practices for the management and governance, and succession planning. A primary objective of this course is to enable students to develop a winning business strategy for family firms.

#### **Small Business Entrepreneurship MGMT 3175**

The course will introduce students to the role of small businesses in the economy. Planning, management and entrepreneurship will be covered. A major project designing and planning a small business is required.

### **Manager in the World Economy MGMT 4100**

Provides an awareness of, and appreciation for, the complexity and diversity of the environment of international corporations. It enables students to understand and analyze environmental problems that challenge the management of these companies. Students integrate the skills learned in previous core courses as they analyze the global environmental situations that a manager will encounter. The course examines markets (economic dimension) and power (political dimension) under conditions of global interdependence, and focuses on the processes and patterns of change in the international environment.

### **Quality and the Lean Revolution, MGMT 3150**

The purpose of the course is to learn the concepts of Total Quality Management and its ancillary tools such as Lean, Six sigma, Lean Six Sigma, and Baldrige quality management for both manufacturing and service businesses. Lean Six Sigma is a disciplined approach to reducing waste and minimizing defects in any type of business process. The application of Lean Six Sigma enables companies to increase profits dramatically by streamlining operations, improving quality, and eliminating defects or mistakes in everything a company does, from raw materials to finish goods. Ultimately, it is a comprehensive study of non-value-added practices, their financial impact, and techniques/tools used to reduce or eliminate them.

### **Leadership and Business Transformation MGMT 4110**

We live and work in a rapidly changing world. Learning to lead and design a business is critical for success. The course focuses on transformational change and the implications it has for leaders, organizational cultures and organizational structures. Leaders of modern organizations are faced with many pressures both external and internal. Achieving and sustaining high performance requires leaders to redesign their organizations so that they create relevant value for the workforce, customers, investors, suppliers and partners as well as the community and the environment. Today's leaders need new thinking, new skills and a finely tuned set of behaviors to break-through performance.

### **Senior Seminar MGMT 4610**

This course will explore the future of management as the business environment continues to be influenced by advances in information technology, scientific breakthroughs and the spread of the global economy. The class will involve special projects and assignments to enable each student to confront the issues confronting the management of complex business organizations.

## **PROPOSED COURSES**

### **Managing Technology and Innovation MGMT 3XXX, 4 credit course**

Introduction to an array of technologies affecting management functions to provide an appreciation and understanding of the importance of new technologies as critical success factors for modern organizations. An integrative approach is taken in analyzing how changes in technology affect individual, group, and organizational effectiveness

### **Supply Chain Management MGMT 3XXX 4 credit course**

Supply Chain Management (SCM) is concerned with the efficient integration of suppliers, factories, warehouses and stores so that products and services are distributed to customers in the right

quantity, at the right time, with lowest costs. This course explores the key issues associated with the design and management of industrial Supply Chains (SC). Important concepts, principles, and strategies of SCM as well as tools and techniques to solve real SC problems will be included. The course will focus on practice-oriented learning process and enhancing analytical and problem-solving skills through discussing and analyzing innovations and cutting edge research as well as real business cases.

### **Customer Experience Management, MGMT 3XXX, 2 credit course**

The management of customer service has evolved from serving to “customer satisfaction”, then “customer delight”, to “customer relationships” and now “total customer experience”. Customer experience management focuses on designing and reacting to customer interactions to meet or exceed customer expectations. It typically involves process changes, customer analytics and technological enhancements. It sets forth a challenge to know your customers so completely that you can create and deliver personalized experiences that builds long-term customer loyalty.

### **Diversity in Business Today MGMT 3XXX, 2 credit course**

A diverse workforce has the potential to benefit employees and organizations through effective management practices. In this course, students will learn about the role of diversity within the organization as well as gain an understanding and appreciation of the impact and value of individuals’ differences in backgrounds, generations, cultural experiences, perspectives, and personality within the workplace. Through readings, research and discussions, students will learn about the impact diversity has on employees as well as its impact to on the organization. In addition, through the readings, class discussions and exercises, students’ workplace skills will be enhanced in terms of setting positive examples that foster respectful work environments that maximizes employee productivity.

### **Networking and Influence in Business MGMT 3XXX, 2 credit course**

Examines the theory and practice of professional and social networking and of building relationships in a job and career; explores the role of power, influence, and legitimacy in organizations.

### **Leadership and Supervision for Managers MGMT 3XXX, 2 credit course**

The course is designed for undergraduate business students. Course content will cover the theories of business leadership and supervision- with the focus on first line supervisors. Students will focus on the theory and acquisition of various business leadership and supervisory tasks and skills necessary to work with other business managers in a global market world and to supervise workers with diverse backgrounds. These business skills will include establishing workplace goals, organizing work units for productivity, conducting interviews, giving feedback to subordinate employees, designing and implementing employee motivation programs, and supervising work teams. By the end of the course, students will be able to effectively diagnose the complex dynamics of leadership and supervision in business environments and take action as leaders and supervisors to improve individual and organization performance

### **Business Consulting 3xxx, 2 credit course**

This course will enable you to actively and critically apply business strategy concepts to diagnose, manage, design and change commonly faced challenges by organizations. Concepts of consulting will be also analyzed to provide you with a understanding of strategic approaches for managing consulting projects and managing



## B.S. BUSINESS STUDIES MANAGEMENT CONCENTRATION

Fall 2017 – Spring 2018

**BSNS REQUIREMENTS:** All BSNS program courses must be completed with a grade of "C" or better. 80 credits

CSIS 1206 Statistics	(4)	FINA 3562 Budgeting	(4)
ECON 1200 Macroeconomics	(4)	MGMT 3111 Human Resource Mgmt.	(4)
ECON 1400 Microeconomics	(4)	MGMT 3121 Mgmt. Info. Systems	(4)
ACCT 2110 Financial ACCT	(4)	MGMT 3123 Mgmt. Skills Development	(4)
ACCT 2120 Managerial ACCT	(4)	MGMT 3124 Organizational Behavior	(4)
BSNS 2120 Quantitative BSNS Methods	(4)	MGMT Elective	(4)
MGMT 2110 Intro to Management	(4)	MGMT 4610 Senior Seminar OR	(4)
MKTG 2110 Marketing Principles	(4)	MGMT Elective	
PLAW 2120 Business Law I OR	(4)	Internship or BSNS Elective: Choose from ACCT, ECON, FINA, HTMS, INTL, MKTG, MGMT, PLAW at the 3000 level or above	(4)
PLAW 3110 Legal, Social, Ethical ...			
FINA 3110 Intro to Financial Mgmt*	(4)		
MGMT 3120 Operations Management	(4)		
BSNS 4112 Business Policy & Strategies (seniors only)	(4)		
		Transfer students may use transferred courses (including Introduction to Business) as "Other Business Courses", to satisfy the minimum number of credits (80) for this area.	

**GENERAL STUDIES REQUIREMENTS:**

48 credits

**G COURSES:** (32 total credits) No more than 12 credits in any "G" category may be applied towards the BS degree.

GEN General Interdisciplinary	(4)	GNM General Natural Science & Math	(4)
GIS-General Integration & Synthesis (Jr. yr.)	(4)	GNM General Natural Science & Math	(4)
GAH General Arts & Humanities	(4)	GSS General Social Science	(4)
GAH General Arts & Humanities	(4)	GSS General Social Science	(4)

**AT SOME DISTANCE Electives:** (16 total credits) Courses unrelated to your major (may include CSIS courses)

	(4)		(4)
	(4)		(4)

**GENERAL STUDIES OUTCOME REQUIREMENTS:** These course attributes should be completed within the 128 credits needed to graduate.

(A) Arts		(V) Values/Ethics	
(H) Historical Consciousness		(I) International/Multicultural	

**GENERAL STUDIES WRITING REQUIREMENT: (4 courses)**

Two W1 courses may be in transfer. W2 courses must be taken at Stockton.

W1		W1/W2		W1/W2		W1/W2 at 3000 Level	
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**GENERAL STUDIES QUANTITATIVE REASONING REQUIREMENT: (3 courses)**

Two Q1 courses may be in transfer. Q2 courses must be taken at Stockton.

Q1		Q2		Q1 or Q2	
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Prerequisites must be met, check course description on the web.