New Degree and/or Major Proposal Form

Instructions: All degree and/or major proposals must be signed by the Chair and Dean and submitted to the Provost.

Faculty Initiating Request: Anthony L. Patti  Submission Date: November 6, 2015

College/School: School of Business  Department: N/A

Effective Term: Fall  Year: 2016  STEM Discipline: No  CIP Code: S2.02  Mode of Delivery: Face to Face

Major(s): Management

Degree Code:  

Select One

- CERO*  - CER1**  - AAS  - AS  - AA  - BAS  - BS  - BA  - MS  - MA  - Other (Please List)

*CERO: Fewer than 30 semester credit hours
**CER1: 30-59 credit hours

Will this new degree or major require formal admission by the school/college? Yes

If yes, is a special pre/indicated major designation required? Yes

Provide a description of the new curriculum and major exactly as it will appear in the catalog.

See attached document (MSM Catalog Section.pdf)

Faculty Member: [Signature]  Date: 11/6/15

Chair of Academic Affairs Committee: [Signature]  Date

Chair of Faculty Senate: [Signature]  Date

Provost: [Signature]  Date

Assistant Provost for Academic Planning & Policy: [Signature]  Date

President: [Signature]  Date

Rev. 6.30.15  Page 1 of 2
Program Student Learning Outcomes:

Students who successfully complete the MSM program will be able to:

- SLO #1: Define, describe, summarize, and defend their mastery of core management areas.
- SLO #2: Produce graduate level scholarship, research or professional project that is original and significant
- SLO #3: Accounting Concentration: Define, describe, summarize, and defend their mastery of accounting standards, tax law, and auditing standards.
- SLO #4: Program Management Concentration: Define, describe, summarize, and defend their mastery of program management theory and practice.
- SLO #5: Supply Chain Management Concentration: Define, describe, summarize, and defend their mastery of supply chain management theory and practice.
- SLO #6: General Management Concentration: Define, describe, summarize, and defend their mastery of general management theory and practice.

Note: Office of Graduate Studies' Graduate SLO's are addressed as follows:
- GLSO#1: (Define, describe, summarize, and defend their mastery of program subject matter) is assessed in SLO #1, SLO #3, SLO #4, SLO #5
- GLSO#2: (Produce graduate level scholarship, research or professional project that is original and significant) is assessed in SLO #2.

How does this program align with the Mission of Middle Georgia State University?

The program goals and their link to the institutional priorities for the MSM are:

1) To educate and graduate students who are prepared for positions in middle and upper level management in a broad range of industries. (Institutional Priority: Distinguish MGA through the accomplishments of the faculty, the reputation of the academic colleges/schools/programs, and the preparation of students for careers.)

2) To maintain an environment where students have access to the resources they need to progress and graduate in a timely manner. (Institutional Priority: Provide 21st century undergraduate experiences that stimulate recruitment, retention, progression, and graduation.)

Will the new degree and/or major(s) require new faculty lines or other institutional resources?  
[ ] Yes  [ ] No

If yes, explain:

- Accounting position
- Supply Chain Management position


Appendix C in proposal.
Master of Science in Management

The Master of Science in Management (MSM) program is designed for anyone who would like to advance their career to middle and upper level management positions. The 31 credit hour program can be completed in as little as one year (starting in Fall 2017). While the program can accommodate almost anyone with an accredited undergraduate degree there are features of the program that members of the following communities will find particularly appealing:

Robins AFB Civilians and Military/Department of Defense Contractors
- Evening classes scheduled at our Warner Robins Campus
- Up to six hours credit awarded for qualifying Defense Acquisition University courses

Current School of Business Students
- May be completed in one year (starting in Fall 2017)
- Students in their final semester of the BS program may enroll in MSM courses

Accounting Students
- Quick completion time; get both undergraduate and graduate degree in 5 years (starting in Fall 2017)
- Meet 150 hour requirement for CPA examination
- Reduced core classes; more accounting classes to help prepare students for the CPA exam

Students may choose one of the following four concentrations:
- Accounting
- Program Management
- Supply Chain Management
- General Management

Admissions
All students must meet the admission requirements for both the Office of Graduate Studies and the MSM program. These requirements are detailed below.

Office of Graduate Studies Admission Requirements
All students must meet the General Admissions Requirements for Graduate Study of the Office of Graduate Studies (see page 10 of the Office of Graduate Studies Academic Catalog (http://www.mga.edu/graduate-studies/docs/GS_Catalog_MGA.pdf). Those requirements are currently:

1. A bachelor’s degree from a regionally accredited college or university.
2. Evidence of aptitude for success in graduate-level studies.
3. Completion of all program admissions requirements.
4. For residents of Georgia, Documentation of Lawful Residence
In addition to the above Office of Graduate Studies requirements students must meet admission criteria for the MSM program established by the School of Business. Those requirements are described below.

**MSM Admission Requirements**
All students must also meet the admission requirements for the MSM program. Admission to the MSM program is competitive. A Graduate Admissions Committee composed of select faculty who teach in the MSM program will review and admit students for each semester. Primary admissions criteria include the following:
- Previous education
- Work experience
- Statement of career goals
- Graduation grade point average (GPA) and Graduate Management Aptitude Test (GMAT) scores

Each of the criteria above is discussed below:

**Previous Education**
A bachelor’s degree from a regionally accredited institution is required for admission to the MSM. The undergraduate degree is not required to be in a business discipline. However, one or more foundation courses listed below (or their equivalent) may be required if those courses were not part of the applicant’s undergraduate program.

**Foundation Course Requirements – All Students (a “C” or better is required)**
- ACCT 2101 Accounting I (3 credit hours) (available online)
- ACCT 2102 Accounting II (3 credit hours) (available online)
- BUSA 2105 Business Communications (3 credit hours) (available online)
- ECON 2106 Microeconomics (3 credit hours) (available online)
- MGMT 3101 Business Statistics (3 credit hours) (available online)
- MGMT 3141 Principles of Management (3 credit hours) (available online)

Additional requirements for those applicants seeking the Accounting concentration. Admission to the Accounting concentration requires 30 semester hours of undergraduate accounting from a regionally accredited institution. A grade of “B” or better is required in each of the following courses (or their equivalent):

**Foundation Course Requirements – Accounting Students Only (a “B” or better is required)**
- ACCT 2101 Accounting I (3 credit hours) (available online)
- ACCT 2102 Accounting II (3 credit hours) (available online)
- ACCT 3101 Intermediate Financial Accounting I (3 credit hours)
- ACCT 3102 Intermediate Financial Accounting II (3 credit hours)
- ACCT 3110 Cost Accounting (3 credit hours)
- ACCT 3120 Principles of Taxation I (3 credit hours)
- ACCT 4135 Auditing (3 credit hours)
- ACCT 4205 Accounting Information Systems (3 credit hours)
- ACCT Electives (6 hours)
Work Experience
Application material will include a resume with detailed descriptions of past work experience. Factors such as length of service, level of responsibility, number of individuals supervised, and the like will be factored into the admissions decision.

Statement of Career Goals
Applicants will be asked to submit a statement of their career goals citing how the MSM would assist them in achieving those goals.

Graduation Grade Point Average (GPA) and Graduate Management Aptitude Test (GMAT)
Full admission to the MSM program, requires a GMAT score of at least 450 and an undergraduate cumulative grade point average of 2.75 or higher (on a 4.0 scale).

Graduate Admissions Committee (GAC)
The GAC will be appointed each year by the Dean of the School of Business in consultation with the MSM Graduate Program Coordinator. The GAC will review applications and make acceptance decisions each semester. The GAC may request additional information from applicants and/or request an interview with the applicant as part of their decision process. Admission to the MSM program is competitive. Acceptance is not guaranteed for applicants who meet the above criteria. The Dean of the School of Business may grant a provisional admission to a student he/she believes shows promise despite not meeting some of the above admissions criteria.

Curriculum for Master of Science in Management

Note: All MSM courses are three credit hours unless otherwise noted.

The MSM core consists of the following courses (18 - 21 hours):
ACCT 5100 - Managerial Accounting (non-accounting students only)
MGMT 5600 - Leadership and Organizational Behavior
MGMT 5200 - Advanced Management Information Systems
MGMT 5300 - Decision Sciences
MGMT 5400 - Managing in a Global Environment
MGMT 5100 - Advanced Supply Chain Management
MGMT 5900 - Advanced Strategic Management

Concentrations requirements are as follows:

Accounting (13 hours)
Required
ACCT 6100 - Advanced Auditing
ACCT 6200 - Financial Accounting Topics
ACCT 6400 - Tax Research
ACCT 6950 – Graduate Accounting Capstone (1 hr)
Choose one of the following:
   ACCT 6300 - Managerial and Accounting Information Systems
   ACCT 6505 - Graduate Accounting Special Topics
   ACCT 6605 - Graduate Accounting Internship

Program Management (10 hours)

Required
   MGMT 6110 - Acquisition Management
   MGMT 6950 – Graduate Program Management Capstone (1 hr)
Choose two of the following:
   MGMT 6100 - Advanced Project Management
   MGMT 6120 – Advanced Logistics Management
   MGMT 6130 – Advanced Purchasing and Materials Management
   MGMT 6200 - Advanced Continuous Process Improvement
   MGMT 6505 - Graduate Management Special Topics
   MGMT 6605 - Graduate Management Internship

Supply Chain Management (10 hours)

Required
   MGMT 6120 – Advanced Logistics Management
   MGMT 6130 – Advanced Purchasing and Materials Management
   MGMT 6960 – Graduate Supply Chain Management Capstone (1 hr)
Choose one of the following:
   MGMT 6100 - Advanced Project Management
   MGMT 6200 - Advanced Continuous Process Improvement
   MGMT 6505 - Graduate Management Special Topics
   MGMT 6605 - Graduate Management Internship

General Management (10 hours)

Required
   MGMT 6970 – Graduate General Management Capstone (1 hr)
Any three School of Business 6000 level courses. The student must meet the individual course prerequisites in order to take the course.
FORMAL PROPOSAL FOR A NEW DEGREE PROGRAM
(Traditional/Face-to-Face Delivery)

Institution: Middle Georgia State University

Approval by President or Vice President for Academic Affairs: __________________________

Date: October 27, 2015

School/Division: School of Business

Department: N/A

Departmental Contact: Varkey Titus, Dean, School of Business

Name of Proposed Program/Inscription: Master of Science in Management

Degree: Master of Science

Major: Management

CIP Code: 52.02

Anticipated Implementation Date: Fall 2016

Approval by Chief Business Officer (or designee): ________________________________

Contact Information:
Nancy Stroud
Executive Vice President Finance & Operations
Office of Fiscal Affairs
100 University Parkway
Macon, GA 31206
(478) 471-2863
nancy.stroud@mga.edu

Approval by Chief Facilities Officer or designee (if different from CBO): _____ N/A ________

Contact Information:
1. Description of the program’s fit with the institutional mission, existing degrees and majors.

The Mission Statement for Middle Georgia State University is:

Middle Georgia State University educates and graduates inspired, lifelong learners whose scholarship and careers enhance the region through professional leadership, innovative partnerships and community engagement.

In support of that mission the School of Business has adopted the following Mission Statement:

The Mission of the School of Business is to provide high quality undergraduate and graduate business programs targeted primarily to meet Central Georgia workforce needs. The School focuses on effective teaching and student learning for a diverse student population. Faculty engagement in scholarly activities, especially applied and pedagogical research, enhances classroom instruction. Faculty provide professional services to the community and their disciplines.

The Master of Science in Management (MSM) program clearly supports the mission of the School of Business and the University overall. It will be a high quality, professional program that is directly connected to several specific community needs. It will be taught by faculty who are engaged in the regional community and understand the workforce needs of the area. Being a graduate level program, the MSM will foster more interaction between the School of Business faculty and mid to upper levels managers at RAFB and other middle Georgia organizations.

The School of Business currently offers a BS in Business Administration with majors in accounting, management, marketing, production/operations management (POM), and general business. The MSM complements our existing degree in several ways. First, for accounting majors, the MSM offers a path to complete the 150 credit hour requirement needed to become a Certified Public Accountant (CPA). As noted in the prospectus, many CPA firms are not hiring individuals who have not completed all 150 credit hours because it is difficult to schedule work requirements around class requirements. Particularly attractive for accounting majors is the ability to complete both the BSBA and the MSM within a five year period. For management and POM majors the MSM offers an opportunity to further their studies and their careers. Graduates of these programs are in high demand for positions at RAFB as well as the Port of Savannah and companies all along the I16 and I75 corridors.

2. Program Description and Goals:

   a. Institutional Priority: Describe how the proposed program is aligned with the institution’s academic strategic plan. Indicate where this program falls in terms of the institution’s top priorities for new degrees.
MGA is the newest university in the system. As such, creating and growing graduate level programs is among the institution’s highest priorities. One of MGA’s 2015 – 2018 Strategic Directions is increasing our “academic reputation, flagship programs, and community outreach.” In support of that direction, one of MGA’s strategic priorities is to “utilize academic master planning to build a robust long-term degree portfolio.” The early focus is on niche programs targeted at specific workforce needs of the region. The MSM is a graduate level program focused on the need for managers at RAFB, area CPA firms, the Port of Savannah and the warehousing and distribution firms all along the I16 and I75 corridors.

b. Brief description of the program and how it is to be delivered

The MSM is designed for students with business or engineering backgrounds who have moved or plan to move into a middle to upper level management position. The 31 credit hour program is composed of an 18 – 21 hour core and four possible areas of concentration: Accounting, Program Management, Supply Chain Management, and General Management. The entire program may be completed in as little as one year. It will be delivered primarily in a face-to-face classroom environment supplemented by classroom and class delivery technologies.

c. Goals/objectives of the Program

The primary goal of the program is to prepare students to excel in middle and upper level management positions in a variety of for-profit and not-for-profit organizations. Toward that end the curriculum is focused on outfitting students with a working knowledge of managerial accounting, leadership models, organizational behavior, management information systems, decision sciences, international business, supply chain management, and strategic management.

Another main objective of the MSM is to strengthen our partnership with Robins Air Force Base. RAFB is a vital component of the middle Georgia regional economy. In 2013, RAFB had a $2.7B economic impact in the region. One of the major concerns the region has is the next Base Realignment and Closure Commission (BRAC). When the next BRAC occurs, it is imperative that the region provide solid evidence of broad-based community support for the base. Programs like the MSM (designed with the specific needs of the base in mind) go a long way toward showing that strong community support.

Specifically the program goals for the MSM are:

1) To educate and graduate students who are prepared for positions in middle and upper level management in a broad range of industries. [Institutional Priority: Distinguish MGA through the accomplishments of the faculty, the reputation of the academic colleges/schools/programs, and the preparation of students for careers.]

2) To maintain an environment where students have access to the resources they need to progress and graduate in a timely manner. [Institutional Priority: Become a leader in providing and supporting multiple degree pathways for all MGA students, focusing on professionally empowering bachelors’ and graduate programs.]
d. Location of the program – main campus or other approved site

The vast majority of the classes will be offered on our Warner Robins campus, which is located approximately 1/2 mile outside the main gate of RAFB. Some of the classes needed for the Accounting concentration may be offered on our main campus in Macon.

3. Curriculum: List the entire course of study required and recommended to complete the degree program. Provide a sample program of study that would be followed by a representative student. Include Area F requirements (if applicable).

a. Clearly differentiate which courses are existing and those that are newly developed courses. Include course titles as well as acronyms and credit hour requirements associated with each course.

The curriculum for the proposed Master of Science in Management is given below. Note that with the exception of the undergraduate foundation requirements, all of the courses are newly developed courses. Course descriptions and prerequisites are given in Appendix A.

The MSM consists of 18 - 21 credit hours of core courses and an additional 10 - 13 credit hours in an area of concentration. The areas of concentration are Accounting, Program Management, Supply Chain Management, and General Business. Students desiring a concentration in Accounting take 18 hours in the core and 13 hours of Accounting concentration courses. All other majors take 21 hours in the core and 10 hours in their area of concentration. Students entering the MSM program are expected to have already successfully completed the following foundation coursework or equivalent:

**Foundation Course Requirements (a “C” or better is required)**
- ACCT 2101 Accounting I (3 credit hours) (available online)
- ACCT 2102 Accounting II (3 credit hours) (available online)
- BUSA 2105 Business Communications (3 credit hours) (available online)
- ECON 2106 Microeconomics (3 credit hours) (available online)
- MGMT 3101 Business Statistics (3 credit hours) (available online)
- MGMT 3141 Principles of Management (3 credit hours) (available online)

Additional foundation course requirements for those applicants seeking the Accounting concentration. Admission to the Accounting concentration requires 30 semester hours of undergraduate accounting from a regionally accredited institution. A grade of “B” or better is required in each of the following courses (or their equivalent):

**Foundation Course Requirements – Accounting Students Only (a “B” or better is required)**
- ACCT 2101 Accounting I (3 credit hours) (available online)
- ACCT 2102 Accounting II (3 credit hours) (available online)
- ACCT 3101 Intermediate Financial Accounting I (3 credit hours)
- ACCT 3102 Intermediate Financial Accounting II (3 credit hours)
- ACCT 3110 Cost Accounting (3 credit hours)
- ACCT 3120 Principles of Taxation I (3 credit hours)
ACCT 4135 Auditing (3 credit hours)
ACCT 4205 Accounting Information Systems (3 credit hours)
ACCT Electives (6 hours)

Note: All MSM courses are three credit hours unless otherwise noted.

The MSM core consists of the following courses (18 - 21 hours):
ACCT 5100 - Managerial Accounting (non-accounting students only)
MGMT 5600 - Leadership and Organizational Behavior
MGMT 5200 - Advanced Management Information Systems
MGMT 5300 - Decision Sciences
MGMT 5400 - Managing in a Global Environment
MGMT 5100 - Advanced Supply Chain Management
MGMT 5900 - Advanced Strategic Management

Concentrations are as follows:

Accounting (13 hours)
Required
ACCT 6100 - Advanced Auditing
ACCT 6200 - Financial Accounting Topics
ACCT 6400 - Tax Research
ACCT 6950 – Graduate Accounting Capstone (1 hr)
Choose one of the following:
ACCT 6300 - Managerial and Accounting Information Systems
ACCT 6505 - Graduate Accounting Special Topics
ACCT 6605 - Graduate Accounting Internship

Program Management (10 hours)
Required
MGMT 6110 - Acquisition Management
MGMT 6950 – Graduate Program Management Capstone (1 hr)
Choose two of the following:
MGMT 6100 - Advanced Project Management
MGMT 6120 – Advanced Logistics Management
MGMT 6130 – Advanced Purchasing and Materials Management
MGMT 6200 - Advanced Continuous Process Improvement
MGMT 6505 - Graduate Management Special Topics
MGMT 6605 - Graduate Management Internship

Supply Chain Management (10 hours)
Required
MGMT 6120 – Advanced Logistics Management
MGMT 6130 – Advanced Purchasing and Materials Management
MGMT 6960 – Graduate Supply Chain Management Capstone (1 hr)
Choose one of the following:
MGMT 6100 - Advanced Project Management
MGMT 6200 - Advanced Continuous Process Improvement
MGMT 6505 - Graduate Management Special Topics
MGMT 6605 - Graduate Management Internship

General Management (10 hours)
Required
MGMT 6970 – Graduate General Management Capstone (1 hr)
Any three School of Business 6000 level courses. The student must meet the individual
course prerequisites in order to take the course.

b. Append course descriptions for all courses (existing and new courses).
c. When describing required and elective courses, list all course prerequisites.

Course descriptions along with prerequisites are included in Appendix A.

d. Provide documentation that the program and all courses in the proposed
curriculum have been approved by all relevant campus curriculum governance
bodies.

Agenda and minutes of the School of Business faculty meeting that approved the MSM along
with similar documents from the Academic Affairs Committee and Faculty Senate are provided
in Appendix B.

e. Append materials available from national accrediting agencies or professional
organizations as they relate to curriculum standards for the proposed program.

AACSB Accreditation
The major accrediting body for graduate business degrees is the Association to Advance
Collegiate Schools of Business (AACSB). Although Middle Georgia State is not currently
accredited by AACSB, efforts to become accredited have been ongoing. For years now the
School of Business has been focusing on hiring academically and professionally qualified (per
AACSB definitions) faculty.

All major decisions within the Middle Georgia State School of Business are being made
with AACSB accreditation in mind. This proposed MSM is therefore designed to meet those
standards. For example, Standard 4 of AACSB’s Accreditation Standards (see
http://www.aacsb.edu/accreditation/standards/2013-business/participants/standard4.aspx) covers
student admission to programs. In part the standard says:

Normally, graduate business degree program admission criteria should include, among
other requirements, the expectation that applicants have or will earn a bachelor's degree
prior to admission to the graduate program. The school should be prepared to document
how exceptions support quality in the graduate business degree program.
Admission to the MSM program will require a bachelor's degree from a regionally accredited institution. Furthermore, as discussed in Section 4 below, Middle Georgia State's admission process will require all students to show satisfactory completion of a foundation body of business classes. Normally, students who have graduated from an accredited institution with an undergraduate degree in business will have had these foundation courses. However, regardless of their undergraduate discipline, all students will have to have had the foundation courses (see page 4 for a complete listing of foundation course requirements).

AACSB standards do not dictate that specific courses be in the curriculum. However, Standard 8 (http://www.aacsb.edu/accreditation/standards/2013-business/learning-and-teaching/standard8.aspx) does require the documentation and use of a systematic process for curriculum management. The management process must include input from appropriate constituencies. Per this requirement, the proposed Middle Georgia State MSM has been designed with input from faculty, students, alumni, and the business community served by the school. As noted elsewhere in this document, alumni and current students were surveyed and extensive meetings were held with senior managers and executives at Robins Air Force Base and with partners at middle Georgia accounting firms. Additionally, in 2014, the School of Business contracted Mr. Deryl Israel for consulting services regarding the MSM. Mr. Israel was the Warner Robins Air Logistics Center's (located on RAFB) Executive Director from 2009 – 2012. He was the highest level civilian employee on RAFB and equivalent to a two star general. Mr. Israel provided input on the design of the MSM curriculum as well as helping the School of Business gain access to senior managers on RAFB for their input.

Standard 9 states (http://www.aacsb.edu/accreditation/standards/2013-business/learning-and-teaching/standard9.aspx) that although specific courses in various areas are not required, certain management-specific knowledge and skill areas are normally included. Table 1 on the following page is a lists both the “General Business and Management Knowledge Areas” and the “Specialized Business Master’s Degree Programs” areas and how the proposed Middle Georgia State MSM plans to cover them.

<table>
<thead>
<tr>
<th>Knowledge &amp; Skills Area per AACSB Standard 9</th>
<th>Middle Georgia State MSM Coverage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Written and oral communication (able to communicate effectively orally and in writing)</td>
<td>• A grading rubric for oral presentations and written documents will be adopted and used throughout the MSM program.</td>
</tr>
<tr>
<td>Ethical understanding and reasoning (able to identify ethical issues and address the issues in a socially responsible manner)</td>
<td>• Ethics topics will be integrated into appropriate graduate courses</td>
</tr>
</tbody>
</table>
| Analytical thinking (able to analyze and frame problems) | • MGMT 5300 - Decision Sciences  
• MGMT 5900 - Advanced Strategic Management |
| Information technology (able to use current technologies in business and management contexts) | • MGMT 5200 - Advanced Management Information Systems |
| Interpersonal relations and teamwork (able to work effectively with others and in team environments) | • MGMT 5600 - Leadership and Organizational Behavior |

Table 1.

Form Revised 07/11/2014
Diverse and multicultural work environments (able to work effectively in diverse environments) • MGMT 5600 - Leadership and Organizational Behavior

Reflective thinking (able to understand oneself in the context of society) • MGMT 5600 – Leadership and Organizational Behavior
• MGMT 5400 – Managing in a Global Environment

Application of knowledge (able to translate knowledge of business and management into practice) • MGMT 5300 - Decision Sciences

**Specialized Business Master's Degree Programs**

Understanding the specified discipline from multiple perspectives • Foundation courses in accounting, economics, statistics, and management/organizational behavior
• Core classes in accounting, leadership, information systems, decision sciences, supply chain management, and strategic management
• Concentration classes

Framing problems and developing creative solutions in the specialized discipline • ACCT 5100 - Managerial Accounting
• MGMT 5300 - Decision Sciences
• MGMT 5900 - Advanced Strategic Management

Applying specialized knowledge in a global context (for practice-oriented degrees) OR Conducting high-quality research (for research-oriented degrees) • MGMT 5400 - Managing in a Global Environment

Conducting high-quality research (for research-oriented degrees) • The MSM is not a research-oriented degree.

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**f. Indicate ways in which the proposed program is consistent with nationally accepted trends and standards in the discipline.**

**Rationale for Choosing a Specialized Masters**

There is a growing trend toward specialized graduate degrees in business like the MSM. In a December 9, 2013 article, the Assembly for the Advancement of Collegiate Schools of Business (AACSB International) reports a world-wide 37% increase in specialized graduate degree enrollment between 2008/2009 and 2012/2013. During that same time period, MBA enrollment fell 0.5%. ([http://aacsbblogs.typepad.com/dataandresearch/2013/12/significant-strides-in-specialized-masters-enrollment-.html](http://aacsbblogs.typepad.com/dataandresearch/2013/12/significant-strides-in-specialized-masters-enrollment-.html)).

One possible explanation for this shift to specialized degree programs is flexibility. Traditionally, accredited MBA programs adhere to a common core of classes that every student must take. On the other hand, specialized master’s programs have more flexibility as to what they require. For example, most if not all MBA programs require students to take a marketing class and a corporate finance class. The main source of need for a graduate program in middle Georgia is coming from RAFB where these two classes would be of minimal utility.

With these thoughts in mind the MGA School of Business chose to pursue a MSM. However, we also feel it is important to make sure we directly tie our degrees to specific regional workforce needs and to the future aspirations of our students. Thus, we chose to organize some
of the electives we plan to offer as part of the MSM into concentration areas. After researching industry needs and surveying students we chose Accounting, Program Management, Supply Chain Management, and General Management as the areas of concentration.

g. If internships or field experiences are required as part of the program, provide information documenting internship availability as well as how students will be assigned, supervised, and evaluated.

The MSM will offer an internship course as an elective. Students who want to take the course will work with an appropriate faculty member and a representative from the target organization to clearly define the depth and scope of the internship. The student will submit a form outlining the duties to be performed and the timeframe within which they will be completed to the Graduate Program Coordinator (GPC). The GPC will review the student’s request with the Dean of the School of Business or his designee who will approve or deny the request.

h. Indicate the adequacy of core offerings to support the new program.

The core of the MSM was designed with significant key stakeholder input. Additionally, the core addresses the areas prescribed by AACSB (see Table 5 above.)

i. Indicate the method of instructional delivery.

The MSM classes will be delivered primarily in a face-to-face classroom setting in the evening at our Warner Robins Campus (approximately a half mile outside the front gates of RAFB). However, depending on the class and instructor preferences, sections of classes may be offered in a hybrid or flipped classroom fashion.

4. Admissions criteria. Please include required minima scores on appropriate standardized tests and grade point average requirements.

Office of Graduate Studies Admission Requirements
All students must meet the General Admissions Requirements for Graduate Study of the Office of Graduate Studies (see page 10 of the Office of Graduate Studies Academic Catalog (http://www.mga.edu/graduate-studies/docs/GS_Catalog_MGA.pdf). Those requirements are currently:

1. A bachelor’s degree from a regionally accredited college or university.
2. Evidence of aptitude for success in graduate-level studies.
3. Completion of all program admissions requirements.
4. For residents of Georgia, Documentation of Lawful Residence

In addition to the above Office of Graduate Studies requirements students must meet admission criteria for the MSM program established by the School of Business. Those requirements are described below.
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Admission to the MSM program will be competitive. A Graduate Admissions Committee composed of select faculty who teach in the MSM program will review and admit students for each semester. Primary admissions criteria include the following:

- Previous education
- Work experience
- Statement of career goals
- Grade point average (GPA) and Graduate Management Aptitude Test (GMAT) scores

Each of the criteria above is discussed below:

**Previous Education**
A bachelor’s degree from a regionally accredited institution is required for admission to the MSM. The undergraduate degree is not required to be in a business discipline. However, one or more foundation courses listed below (or their equivalent) may be required if those courses were not part of the applicant’s undergraduate program.

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- ACCT 3120 Principles of Taxation I (3 credit hours)
- ACCT 4135 Auditing (3 credit hours)
- ACCT 4205 Accounting Information Systems (3 credit hours)
- ACCT Electives (6 hours)

**Work Experience**
Application material will include a resume with detailed descriptions of past work experience. Factors such as length of service, level of responsibility, number of individuals supervised, and the like will be factored into the admissions decision.
**Statement of Career Goals**
Applicants will be asked to submit a statement of their career goals citing how the MSM would assist them in achieving those goals.

**Grade Point Average (GPA) and Graduate Management Aptitude Test (GMAT)**
Full admission to the MSM program requires a GMAT score of at least 450 and an undergraduate cumulative grade point average of 2.75 or higher (on a 4.0 scale).

**Graduate Admissions Committee (GAC)**
The GAC will be appointed each year by the Dean of the School of Business in consultation with the MSM Graduate Program Coordinator. The GAC will review applications and make acceptance decisions each semester. The GAC may request additional information from applicants and/or request an interview with the applicant as part of their decision process. Admission to the MSM program is competitive. Acceptance is not guaranteed for applicants who meet the above criteria. The Dean of the School of Business may grant a provisional admission to a student he/she believes shows promise despite not meeting some of the above admissions criteria.

5. **Availability of assistantships (if applicable).**

Currently, no assistantships are planned for the MSM. However, the Office of Graduate Studies and the Office of Financial Aid are in the process of developing guidelines for assistantships, whose guidelines, once approved, will be a framework for any graduate program offering graduate assistantships.

6. **Evaluation and Assessment:**
   a. **Provide the student learning outcomes and other associated outcomes of the proposed program.**

The Office of Graduate Studies has established two student learning outcomes (SLO) that are required of all graduate programs. They are:

**GSLO #1:** Define, describe, summarize, and defend their mastery of program subject matter.
**GSLO #2:** Produce graduate level scholarship, research or professional project that is original and significant.

The specific SLO’s that will be used for the MSM satisfy both GSLO’s. Those SLO’s are presented below. Note that GSLO #1 is addressed in SLO #1, SLO #3, SLO #4, and SLO #5. GSLO #2 is addressed in SLO #2.

**MSM SLO’s**
Students who successfully complete the MSM program will be able to:

Form Revised 07/11/2014
- SLO #1: Define, describe, summarize, and defend their mastery of core management areas.
- SLO #2: Produce graduate level scholarship, research or professional project that is original and significant
- SLO #3: Accounting Concentration: Define, describe, summarize, and defend their mastery of accounting standards, tax law, and auditing standards.
- SLO #4: Program Management Concentration: Define, describe, summarize, and defend their mastery of program management theory and practice.
- SLO #5: Supply Chain Management Concentration: Define, describe, summarize, and defend their mastery of supply chain management theory and practice.
- SLO #6: General Management Concentration: Define, describe, summarize, and defend their mastery of general management theory and practice.

**b. Describe how the institution will monitor and ensure the quality of the degree program.**

Table 2 below shows our plan for monitoring the quality of the MSM degree.

<table>
<thead>
<tr>
<th>SLO</th>
<th>Methods of Assessment</th>
<th>Where/When Tested?</th>
<th>Measure of Success</th>
<th>Analysis of Assessment Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>GSLO #1: Define, describe, summarize, and defend their mastery of program subject matter</td>
<td>Assessed in SLO #1, SLO #3, SLO #4, SLO #5</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>GSLO #2: Produce graduate level scholarship, research or professional project that is original and significant</td>
<td>Assessed in SLO #2</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SLO #1 Define, describe, summarize, and defend their mastery of core management areas.</td>
<td>Examination covering all 7 core classes</td>
<td>MGMT 5900: Strategic Management Every semester course is offered</td>
<td>85% of students scoring 85% or higher</td>
<td></td>
</tr>
<tr>
<td>SLO #2 Produce graduate level scholarship, research or professional project that is original and significant</td>
<td>Strategy Profile Research Paper</td>
<td>MGMT 5900: Strategic Management Every semester course is offered</td>
<td>85% of students scoring 85% or higher</td>
<td></td>
</tr>
<tr>
<td>SLO #3 Accounting Concentration: Define, describe, summarize, and defend their mastery of accounting standards, tax law, and auditing standards.</td>
<td>Examination covering accounting standards, tax law, and auditing standards</td>
<td>ACCT 6950: Accounting Capstone Every semester course is offered</td>
<td>85% of students scoring 85% or higher</td>
<td></td>
</tr>
</tbody>
</table>

Form Revised 07/11/2014
Table 2: SLO Assessment and Analysis

<table>
<thead>
<tr>
<th>SLO #4</th>
<th>Methods of Assessment</th>
<th>Where/When Tested?</th>
<th>Measure of Success</th>
<th>Analysis of Assessment Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program Management</td>
<td>Examination covering major areas of Program Management</td>
<td>MGMT 6950: Program Management Capstone Every semester course is offered</td>
<td>85% of students scoring 85% or higher</td>
<td></td>
</tr>
<tr>
<td>Concentration:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Define, describe, summarize,</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>and defend their mastery of</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>program management theory</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>and practice.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SLO #5</td>
<td>Examination covering major areas of Supply Chain Management</td>
<td>MGMT 6960: Supply Chain Management Capstone Every semester course is offered</td>
<td>85% of students scoring 85% or higher</td>
<td></td>
</tr>
<tr>
<td>Supply Chain Management</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Concentration:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Define, describe, summarize,</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>and defend their mastery of</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>supply chain management</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>theory and practice.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SLO #6</td>
<td>Examination covering major areas of General Management</td>
<td>MGMT 6970: General Management Capstone Every semester course is offered</td>
<td>85% of students scoring 85% or higher</td>
<td></td>
</tr>
<tr>
<td>General Management</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Concentration:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Define, describe, summarize,</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>and defend their mastery of</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>general management theory</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>and practice.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The complete assessment plan using MGA’s assessment template is in Appendix C.

7. Administration of the program:
   a. Indicate where the program will be housed within the academic units of the institution.

The MSM program will be housed within the School of Business.

   b. Describe the administration of the program inclusive of coordination and responsibility.

The Dean of the School of Business will appoint a MSM Graduate Program Coordinator (GPC). The MSM GPC will report directly to the Dean of the School of Business and will have overall responsibility for the success of the program. The Dean of School of Business and the GPC will coordinate recruitment, admission, progression, graduation of students, and the assessment of program curriculum with the Dean of the Office of Graduate Studies.

8. Waiver to Degree-Credit Hour (if applicable): If the program exceeds the maximum credit hour requirement at a specific degree level, then provide an explanation supporting the increase of hours (NOTE: The maximum for bachelor’s degrees is 120-semester credit hours and the maximum for master’s degrees is 36-semester credit hours).
Not Applicable.

9. Accreditation (if applicable): Describe the program’s alignment with disciplinary accreditation requirements and provide a timeline for pursuing accreditation. Indicate the source of institutional funding that will be used, if needed, for the accreditation process.

Not Applicable.

10. External Reviews (This item only applies to doctoral level programs): Provide a list of five to eight reviewers, external to the System, from aspirational or comparable programs/institutions. This list should contain contact information for each reviewer, and include an explanation of why the reviewer was suggested. The list should not include individuals for whom the department or institution has consulted during the process of program proposal development.

Not Applicable.

11. Enrollment Projections and Monitoring:
   a. Provide projected enrollment for the program during the first three years of implementation. (NOTE: These projections will be used to monitor enrollment following program implementation.)

Table 3 below provides estimates of the student majors, course sections, and credit hours for the first four years of the program. One assumption used is that students will take an average of two years to complete the program. While we expect some students working full-time to take longer than two years, we believe they will be offset by some full-time students who take only one year. This particularly true for the Accounting students since we anticipate many of them will go straight from our undergraduate program into the MSM program so they can accumulate the hours needed for the CPA examination.

Table 3.

<table>
<thead>
<tr>
<th>I. ENROLLMENT PROJECTIONS</th>
<th>First FY</th>
<th>Second FY</th>
<th>Third FY</th>
<th>Fourth FY</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Student Majors</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Shifted from other programs</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Students carried over from previous year</td>
<td>(20-5-0)</td>
<td>(40-5-15)</td>
<td>(45-5-20)</td>
<td></td>
</tr>
<tr>
<td>(Total Majors from previous year – attrition (5) – graduates)</td>
<td>15</td>
<td>20</td>
<td>20</td>
<td></td>
</tr>
<tr>
<td>New to the institution</td>
<td>20</td>
<td>25</td>
<td>25</td>
<td>25</td>
</tr>
<tr>
<td><strong>Total Majors</strong></td>
<td>20</td>
<td>40</td>
<td>45</td>
<td>45</td>
</tr>
<tr>
<td><strong>Course Sections Satisfying Program Requirements (includes summers)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Previously existing</td>
<td>0</td>
<td>8</td>
<td>19</td>
<td>19</td>
</tr>
<tr>
<td>---------------------</td>
<td>---</td>
<td>---</td>
<td>----</td>
<td>----</td>
</tr>
<tr>
<td>New</td>
<td>8</td>
<td>11</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total Program Course Sections</strong></td>
<td>8</td>
<td>19</td>
<td>19</td>
<td>19</td>
</tr>
<tr>
<td>Credit Hours Generated by Those Courses</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Existing enrollments</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>New enrollments</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Credit Hours</strong></td>
<td>310</td>
<td>620</td>
<td>697.5</td>
<td>697.5</td>
</tr>
</tbody>
</table>

b. Explain the specific methodology used to determine these projections and verify their accuracy, especially if new student enrollment will be needed to sustain funding for the program. Indicate whether enrollments will be cohort-based.

**Methodology Used to Determine Projections**
- Student Majors - These numbers are based on admitting 20 students to the program in the first year and 25 each year thereafter. Students are expected to take an average of two years to complete the program. An estimated attrition rate of five students each year is also factored into the projections.
- Course Sections – A desirable feature of the program is that full-time students should be able to complete the program within one year. Taking into account that students can begin in any semester, there is a core body of classes for all majors (six for Accounting students and seven for all others), there are three majors (one requiring 4 sections and the others 3), there is overlap in the major requirements for Program Management, Supply Chain Management, and General Management, it will be necessary to offer 19 sections of classes each year.
- Credit Hours – The program is 31 credit hours. Assuming the average student will complete the program in two years, each student will enroll in 15.5 credit hours per year. Therefore, “Total Credit Hours” is estimated by multiplying “Total Majors” times 15.5.

12. Provide the year when the program is expected to be reviewed in the institution’s comprehensive program review process.


13. Describe anticipated actions to be taken if enrollment does not meet projections.

Survey graduates of the School of Business’ undergraduate programs to determine:
- If they are not interested in a graduate degree and why
- If they are interested in a graduate degree but not the MSM and why

Specific actions to be taken will be based on the survey responses. The possible actions include:
- Adding/deleting concentrations
- Modifying the core curriculum
• Modifying which classes are offered each semester
• Modifying days and times of class offerings
• Modifying location of class offerings
• Increasing advertising of the MSM program and its benefits
• Reviewing delivery methods

14. Faculty Qualifications & Capacity:
   a. Provide an inventory of faculty directly involved with the program. On the list below indicate which persons are existing faculty and which are new hires. For each faculty member, provide the following information:

See Table 4 below.
<table>
<thead>
<tr>
<th>Faculty Name</th>
<th>Rank</th>
<th>Degrees Earned</th>
<th>Academic Discipline</th>
<th>Area of Specialization</th>
<th>Current Workload</th>
<th>MSM Teaching</th>
</tr>
</thead>
</table>
| Mimi Ford    | Professor    | • Doctor of Jurisprudence (Mercer University, 1995)  
• Masters of Accountancy (U. of Georgia, 1979)  
• Bachelors of Business Administration (U. of Georgia, 1978) | Accounting           | • Law  
• Tax                                           | 4/4              | • ACCT 6400: Tax Research (Fall 2017)           |
| Greg George  | Associate Professor | • PhD Economics (U. of South Carolina, 2002)  
• MS Environmental Res. Mgmt. (U. of South Carolina, 1997)  
• BS Biology (U. of North Carolina-Chapel Hill, 1990) | Economics           | • International Economics  
• Game Theory                                      | 4/4              | • MGMT 5400: Managing in a Global Environment (Spring 2017, Spring 2018, Summer 2018) |
| David Kang   | Associate Professor | • PhD Business Administration (U. of Rhode Island, 2009)  
• MBA (State University of New York at Binghamton, 2004)  
| Francisco Lopez | Professor     | • PhD Business Administration (U. of Mississippi, 1998)  
• BS Actuarial Sciences (Universidad Anahuac, 1984) | Management          | • Data Envelopment Analysis                     | 3/3              | • MGMT 5300: Decision Sciences (Fall 2016, Summer 2017, Fall 2017)  
• MGMT 5100: Advanced Supply Chain Management (Spring 2017, Spring 2018) |

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<table>
<thead>
<tr>
<th>Faculty Name</th>
<th>Rank</th>
<th>Degrees Earned</th>
<th>Academic Discipline</th>
<th>Area of Specialization</th>
<th>Current Workload</th>
<th>MSM Teaching</th>
</tr>
</thead>
<tbody>
<tr>
<td>Harry McAlum</td>
<td>Professor</td>
<td>• DBA Business Administration (Louisiana Tech University, 1983)</td>
<td>Accounting</td>
<td>• Financial Accounting</td>
<td>4/4</td>
<td>• ACCT 6200: Financial Accounting Topics (Fall 2017)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• MBA (Georgia Southern University, 1972)</td>
<td></td>
<td>• International Accounting</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• BS Business Administration (Georgia Southern University, 1970)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Senthil Muthusamy</td>
<td>Associate Professor</td>
<td>• PhD Business Administration (Oklahoma State University, 2000)</td>
<td>Management</td>
<td>• Strategic Management</td>
<td>3/3</td>
<td>• MGMT 5900: Strategic Management (Summer 2017, Spring 2018, Summer 2018)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• MBA (Bharathidasan University, 1988)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• BS Mechanical Engineering (Bharathiar University, 1986)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Anthony L. Patti</td>
<td>Professor</td>
<td>• PhD Business Administration (U. of Georgia, 1996)</td>
<td>Management</td>
<td>• Continuous Process Improvement</td>
<td>1/1</td>
<td>• MGMT 6200: Advanced Continuous Process Improvement (Fall 2017)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• MBA (Georgia State University, 1992)</td>
<td></td>
<td>• Theory of Constraints</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• BS Electronics Engineering Technology (DeVry Institute of Technology, 1985)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Simone Phipps</td>
<td>Assistant Professor</td>
<td>• PhD Human Resources, Organization, and Leadership Development (Louisiana State University, 2011)</td>
<td>Management</td>
<td>• Leadership</td>
<td>3/3</td>
<td>• MGMT 5600: Leadership and Organizational Behavior (Fall 2016, Fall 2017, Summer 2018)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• MBA (Ohio University, 2007)</td>
<td></td>
<td>• Entrepreneurship</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• BS Management Information Science (Claflin University, 2005)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Faculty Name</td>
<td>Rank</td>
<td>Degrees Earned</td>
<td>Academic Discipline</td>
<td>Area of Specialization</td>
<td>Current Workload</td>
<td>MSM Teaching</td>
</tr>
<tr>
<td>-------------------</td>
<td>---------</td>
<td>--------------------------------------------------------------------------------</td>
<td>---------------------</td>
<td>----------------------------------------</td>
<td>------------------</td>
<td>-------------------------------------------------------------------------------</td>
</tr>
</tbody>
</table>
| Frank Ryerson     | Professor | • PhD Business Administration (U. of Alabama, 1983)  
• MA Accounting (U. of Alabama, 1978)  
• Master of Health Administration (Duke University, 1974)  
• BS Economics (U. of Alabama, 1972) | Accounting          | • Managerial Accounting            | 4/4              | • ACCT 5100: Managerial Accounting (Fall 2016, Fall 2017)                     |
| Carol Sargent     | Professor | • PhD Educational Psychology (Georgia State University, 2010)  
• MS Accounting (U. of Virginia, 1982)  
• BS Commerce (U. of Virginia, 1981) | Accounting          | • Auditing  
• Accounting Information Systems | 3/3              | • ACCT 6100: Advanced Auditing (Fall 2017)  
• ACCT 6300: Managerial and Accounting Information Sys. (Spring 2018) |
| Jerry Williams    | Lecturer | • MS Logistics Management (Georgia College and State University, 1988)  
• Bachelor of Business Admin. (Georgia College and State University, 1978) | Management          | • Department of Defense Program Management and Logistics | 4/4              | • MGMT 6130: Advanced Purchasing & Materials Management (Fall 2017)  
• MGMT 7120: Advanced Logistics Management (Spring 2018) |

Total Number of Faculty: 11
b. If it will be necessary to add faculty to support the program, give the desired qualifications of the persons to be added, and a timetable for adding new faculty.

See Table 5 below.

Table 5. New Faculty Requirements.

<table>
<thead>
<tr>
<th>Faculty Area</th>
<th>Desired Qualifications</th>
<th>Timetable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounting</td>
<td>• Terminal degree from AACSB accredited institution</td>
<td>Year 1 of the program</td>
</tr>
<tr>
<td></td>
<td>• Governmental accounting (in particular, Department of Defense)</td>
<td></td>
</tr>
<tr>
<td>Management</td>
<td>• Terminal degree from AACSB accredited institution</td>
<td>Year 1 of the program</td>
</tr>
<tr>
<td></td>
<td>• Supply Chain Management</td>
<td></td>
</tr>
</tbody>
</table>

c. If existing faculty will be used to deliver the new program, include a detailed faculty load analysis that explains how additional courses in the new program will be covered and what impact the new courses will have on faculty current workloads. (For example, if program faculty are currently teaching full loads, explain how the new course offerings will be accommodated.)

Table 6 below provides the anticipated course offerings for the first two years. The last column explains how the instructor’s current undergraduate class will be covered. Some sections will be covered by new hires included as a part of this proposal (see section “b” above). Other sections will be covered by a new hire in the area of strategic management that is a current open position. In a few cases, part time instructors will be used to cover “principles” level courses.

Note: The 1 credit hour courses concentration capstone courses are not included in the faculty load analysis.

Table 6: Faculty Load Analysis

<table>
<thead>
<tr>
<th>Semester</th>
<th>Course</th>
<th>Instructor</th>
<th>Coverage of Existing Course</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall 2016</td>
<td>Managerial Accounting</td>
<td>Ryerson</td>
<td>New hire (Accounting)</td>
</tr>
<tr>
<td></td>
<td>Leadership and Organizational Behavior</td>
<td>Phipps</td>
<td>Part time instructor for Principles of Mgt.</td>
</tr>
<tr>
<td></td>
<td>Decision Sciences</td>
<td>Lopez</td>
<td>New hire (Supply Chain Management)</td>
</tr>
<tr>
<td>Spring 2017</td>
<td>Managing in a Global Environment</td>
<td>George</td>
<td>Part time instructor for Principles of Econ.</td>
</tr>
<tr>
<td></td>
<td>Advanced Supply Chain Management</td>
<td>New hire (Supply Chain Management)</td>
<td>N/A</td>
</tr>
<tr>
<td>Semester</td>
<td>Course</td>
<td>Instructor</td>
<td>Notes</td>
</tr>
<tr>
<td>----------</td>
<td>-------------------------------------------</td>
<td>------------</td>
<td>--------------------------------------------</td>
</tr>
<tr>
<td>Fall 2017</td>
<td>Managerial Accounting</td>
<td>Ryerson</td>
<td>New hire (Accounting)</td>
</tr>
<tr>
<td>Fall 2017</td>
<td>Leadership &amp; Organizational Behavior</td>
<td>Phipps</td>
<td>Part time instructor for Principles of Mgt.</td>
</tr>
<tr>
<td>Fall 2017</td>
<td>Decision Sciences</td>
<td>Lopez</td>
<td>New hire (Supply Chain Management)</td>
</tr>
<tr>
<td>Fall 2017</td>
<td>Advanced Auditing</td>
<td>Sargent</td>
<td>New hire (Accounting)</td>
</tr>
<tr>
<td>Fall 2017</td>
<td>Financial Accounting Topics</td>
<td>McAlum</td>
<td>New hire (Accounting)</td>
</tr>
<tr>
<td>Fall 2017</td>
<td>Tax Research</td>
<td>Ford</td>
<td>New hire (Accounting)</td>
</tr>
<tr>
<td>Fall 2017</td>
<td>Advanced Purchasing &amp; Supply Chain Mgt.</td>
<td>Williams</td>
<td>New hire (Supply Chain Management)</td>
</tr>
<tr>
<td>Fall 2017</td>
<td>Advanced Project Management</td>
<td>&lt;Adjunct&gt;</td>
<td>N/A</td>
</tr>
<tr>
<td>Spring 2018</td>
<td>Managing in a Global Environment</td>
<td>George</td>
<td>Part time instructor for Principles of Econ.</td>
</tr>
<tr>
<td>Spring 2018</td>
<td>Supply Chain Management</td>
<td></td>
<td>New hire (Supply Chain Management)</td>
</tr>
<tr>
<td>Spring 2018</td>
<td>Advanced Management Information Sys.</td>
<td>Kang</td>
<td>Part time instructor for Business Analysis Using Excel</td>
</tr>
<tr>
<td>Spring 2018</td>
<td>Strategic Management</td>
<td>Muthusamy</td>
<td>New hire (existing open position)</td>
</tr>
<tr>
<td>Spring 2018</td>
<td>Managerial &amp; Accounting Information Sys.</td>
<td>Sargent</td>
<td>New hire (Accounting)</td>
</tr>
<tr>
<td>Spring 2018</td>
<td>Acquisition Management</td>
<td>&lt;Adjunct&gt;</td>
<td>N/A</td>
</tr>
<tr>
<td>Spring 2018</td>
<td>Logistics Management</td>
<td></td>
<td>New hire (Supply Chain Management)</td>
</tr>
<tr>
<td>Spring 2018</td>
<td>Leadership &amp; Organizational Behavior</td>
<td>Phipps</td>
<td>Part time instructor for Principles of Mgt.</td>
</tr>
<tr>
<td>Summer 2018</td>
<td>Strategic Management</td>
<td>Muthusamy</td>
<td>New hire (existing open position)</td>
</tr>
</tbody>
</table>

15. Budget – Complete the form below and provide a narrative to address the following:

a. For Expenditures:
i. Provide a description of institutional resources that will be required for the program (e.g., personnel, library, equipment, laboratories, supplies, and capital expenditures at program start-up and recurring).

ii. If the program involves reassigning existing faculty and/or staff, include the specific costs/expenses associated with reassigning faculty and staff to support the program (e.g., cost of part-time faculty to cover courses currently being taught by faculty being reassigned to the new program or portion of full-time faculty workload and salary allocated to the program).

b. For Revenue:
   i. If using existing funds, provide a specific and detailed plan indicating the following:
      1. Source of existing funds being reallocated.
      2. How the existing resources will be reallocated to specific costs for the new program.
      3. The impact the redirection will have on units that lose funding.
   ii. Explain how the new tuition amounts are calculated.
   iii. Explain the nature of any student fees listed (course fees, lab fees, program fees, etc.). Exclude student mandatory fees (i.e., activity, health, athletic, etc.).
   iv. If revenues from Other Grants are included, please identify each grant and indicate if it has been awarded.
   v. If Other Revenue is included, identify the source(s) of this revenue and the amount of each source.

c. When Grand Total Revenue is not equal to Grand Total Costs:
   i. Explain how the institution will make up the shortfall. If reallocated funds are the primary tools being used to cover deficits, what is the plan to reduce the need for the program to rely on these funds to sustain the program?
   ii. If the projected enrollment is not realized, provide an explanation for how the institution will cover the shortfall.
## 1. EXPENDITURES

<table>
<thead>
<tr>
<th>Personnel – reassigned or existing positions</th>
<th>First FY Dollars</th>
<th>Second FY Dollars</th>
<th>Third FY Dollars</th>
<th>Fourth FY Dollars</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faculty (see 15.a.ii)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Part-time Faculty (see 15.a.ii)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Graduate Assistants (see 15.a.ii)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Administrators (see 15.a.ii)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Support Staff (see 15.a.ii)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fringe Benefits</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other Personnel Costs</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Total Existing Personnel Costs*

### EXPENDITURES (Continued)

<table>
<thead>
<tr>
<th>Personnel – new positions (see 15.a.i)</th>
<th>First FY Dollars</th>
<th>Second FY Dollars</th>
<th>Third FY Dollars</th>
<th>Fourth FY Dollars</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faculty</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Part-time Faculty</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Graduate Assistants</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Administrators</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Support Staff</td>
<td></td>
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</tr>
<tr>
<td>Fringe Benefits</td>
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<tr>
<td>Other personnel costs</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Total New Personnel Costs*

<table>
<thead>
<tr>
<th>Start-up Costs (one-time expenses) (see 15.a.i)</th>
<th>First FY Dollars</th>
<th>Second FY Dollars</th>
<th>Third FY Dollars</th>
<th>Fourth FY Dollars</th>
</tr>
</thead>
<tbody>
<tr>
<td>Library/learning resources</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Equipment</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Total One-time Costs*

<table>
<thead>
<tr>
<th>Operating Costs (recurring costs – base budget) (see 15.a.i)</th>
<th>First FY Dollars</th>
<th>Second FY Dollars</th>
<th>Third FY Dollars</th>
<th>Fourth FY Dollars</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supplies/Expenses</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Travel</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Equipment</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Library/learning resources</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Total Recurring Costs*
### GRAND TOTAL COSTS

### III. REVENUE SOURCES

**Source of Funds**
- Reallocations of existing funds *(see 15 b.i)*
- New student workload
- New Tuition *(see 15 b.ii)*
- Federal funds
- Other grants *(see 15 b.iv)*
- Student fees *(see 15 b.iii)*
  - Exclude mandatory fees (i.e., activity, health, athletic, etc.).
- Other *(see 15 b.v)*
  - New state allocation requested for budget hearing

### GRAND TOTAL REVENUES

**Nature of Revenues**
- Recurring/Permanent Funds
- One-time funds

**Projected Surplus/Deficit**
- (Grand Total Revenue – Grand Total Costs)
  - *(see 15 c.i. & c.ii)*.

*Please remember to include a detailed narrative explaining the projected expenditures and revenues following the instructions appearing at the beginning of the Budget section.*
16. **Facilities**—**Complete the table below.**

<table>
<thead>
<tr>
<th>Type of Space</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>i. Construction of new space is required</td>
<td>n/a</td>
</tr>
<tr>
<td>ii. Existing space will require modification</td>
<td>n/a</td>
</tr>
<tr>
<td>iii. If new construction or renovation of existing space is anticipated, provide the justification for the need.</td>
<td>n/a</td>
</tr>
<tr>
<td>iv. Are there any accreditation standards or guidelines that will impact facilities/space needs in the future? If so, please describe what the impact will be.</td>
<td>n/a</td>
</tr>
<tr>
<td>v. Will this program cause any impacts on the campus infrastructure, such as parking, power, HVAC, etc. If so, indicate the nature of the impact, estimated cost and source of funding.</td>
<td>n/a</td>
</tr>
<tr>
<td>vi. Existing space will be used as is</td>
<td>x</td>
</tr>
</tbody>
</table>

**If new space is anticipated, provide information in space below.**

| i. Estimated construction cost | n/a |
| ii. Estimated total project budget cost | n/a |
| iii. Proposed source of funding | n/a |
| iv. Availability of funds | n/a |
| v. When will the construction be completed and ready for occupancy? (Indicate semester and year). | n/a |
| vi. How will the construction be funded for the new space/facility? | n/a |
| vii. Indicate the status of the Project Concept Proposal submitted for consideration of project authorization to the Office of Facilities at the BOR. Has the project been authorized by the BOR or appropriate approving authority? | n/a |
d. If existing space will be used, provide information in space below.

Provide the building name(s) and floor(s) that will house or support the program. Indicate the campus, if part of a multi-campus institution and not on the main campus. Please do not simply list all possible space that could be used for the program. We are interested in the actual space that will be used for the program and its availability for use.

Offices on two campuses will be used—Macon Campus and Warner Robins Campus; classroom space will be provided at the Warner Robins Campus (WRC):

Classroom Space:
100 Thomas Hall (WRC)
109 Thomas Hall (WRC)
212 Oak Hall (WRC)
214 Oak Hall (WRC)

Office Space:
Academic Services Building 124 (WRC):
- Five cubicles for faculty use
PSC 348 (Macon)
- Graduate Program Coordinator
Academic Services Building 221 (WRC):
- Dean, Graduate Studies Office
Academic Services Building 117 (WRC)
- Director, Graduate Admissions

---

e. List the specific type(s) and number of spaces that will be utilized (e.g. classrooms, labs, offices, etc.)

<table>
<thead>
<tr>
<th>No. of Spaces</th>
<th>Type of Space</th>
<th>Number of Seats</th>
<th>Assignable Square Feet (ASF)</th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td>Classrooms</td>
<td>169</td>
<td>4,047</td>
</tr>
<tr>
<td>0</td>
<td>Labs (dry)</td>
<td>n/a</td>
<td>0</td>
</tr>
<tr>
<td>0</td>
<td>Labs (wet)</td>
<td>n/a</td>
<td>0</td>
</tr>
<tr>
<td>0</td>
<td>Meeting/Seminar Rooms</td>
<td>n/a</td>
<td>0</td>
</tr>
<tr>
<td>3</td>
<td>Offices</td>
<td></td>
<td>1256</td>
</tr>
<tr>
<td>5</td>
<td>Other (specify)</td>
<td>Cubicles in ASB WRC 214</td>
<td>667</td>
</tr>
<tr>
<td></td>
<td>Total Assignable Square Feet (ASF)</td>
<td></td>
<td>5,970</td>
</tr>
</tbody>
</table>

ii. If the program will be housed at a temporary location, please provide the information above for both the temporary space and the permanent space. Include a time frame for having the program in its permanent location.
n/a

<table>
<thead>
<tr>
<th>Chief Business Officer or Chief Facilities Officer Name &amp; Title</th>
<th>Phone No.</th>
<th>Email Address</th>
</tr>
</thead>
</table>

**Signature**

*Note: A Program Manager from the Office of Facilities at the System Office may contact you with further questions separate from the review of the new academic program.*
Appendix A
Course Descriptions
ACCT 5100 - Managerial Accounting

Credit: 3 hours
Prerequisites: ACCT 2101 and ACCT 2102 or equivalent
Description: This course provides a framework that emphasizes the role of accounting information for decision-making by managers. The course focuses upon the internal use of accounting for management planning, control and decision-making. Topics include cost accumulation systems, cost management, budgeting, and capital budgeting. (Note: this course may not be taken for credit by Accounting Majors)
Lecture/Lab Hours: Three hours per week.

ACCT 6100 - Advanced Auditing

Credit: 3 hours
Prerequisites: ACCT 4135 or equivalent
Description: Advanced topics in assurance services with emphasis on audits including statistical sampling, audit software, the regulatory environment of attestation, and current professional topics.
Lecture/Lab Hours: Three hours per week.

ACCT 6200 - Financial Accounting Topics

Credit: 3 hours
Prerequisites: ACCT 3103 or equivalent
Description: Financial Accounting Topics addresses current financial reporting issues of interest to the accounting profession. This particular offering of Financial Accounting Topics explores the International Financial Reporting Standards (IFRS) that have been issued by the International Accounting Standards Board. Over 120 countries now require or allow the use of IFRS for the preparation of financial statements by publicly held companies. Efforts are currently underway to either replace or converge U.S. GAAP with IFRS.
Lecture/Lab Hours: Three hours per week.

ACCT 6300 - Managerial and Accounting Information Systems

Credit: 3 hours
Prerequisites: ACCT 3110 and ACCT 4205 or equivalent
Description: This course examines a wide range of fundamental techniques used by companies for tracking and reporting. Students will develop the ability to choose, extract, and analyze information to solve business problems, critique technology-enabled business processes, developing information systems, and designing and evaluating internal and cost controls.
Lecture/Lab Hours: Three hours per week.
ACCT 6400 - Tax Research

Credit: 3 hours
Prerequisites: ACCT 3120 and ACCT 4120 or equivalent
Descriptions: This course provides an introduction to the fundamentals of tax research, including the effective analysis and communication of the results of tax research. Online research tools will be emphasized.
Lecture/Lab Hours: Three hours per week.

ACCT 6505 - Graduate Accounting Special Topics

Credit Hours: 3
Prerequisites: At least 12 hours graduate level credit AND approval of School of Business Dean
Description: This course provides the student an opportunity to pursue studies on a topic(s) not covered in existing graduate courses. Nature and scope is determined in consultation with faculty sponsor.
Lecture/Lab Hours: Three hours per week

ACCT 6605 - Graduate Accounting Internship

Credit Hours: 3
Prerequisites: At least 12 hours graduate level credit AND approval of the School of Business Dean
Description: This course provides the student an opportunity to pursue professional work experience in public, private, or not-for-profit accounting organization. The nature and scope is determined in consultation with a faculty sponsor and an internship site coordinator.
Lecture/Lab Hours: Three hours per week.

ACCT 6950 - Graduate Accounting Capstone

Credit: 1 hours
Prerequisite: At least one of the following ACCT 6100, ACCT 6200, ACCT 6300
Corequisites: Any of the following courses not already taken ACCT 6100, ACCT 6200, ACCT 6300
Description: This course serves as a capstone for the Accounting concentration. Material from previous classes is reviewed. The course is not intended as a comprehensive review but rather a guided self-study course in preparation for the capstone final examination. An update of recent advancements and issues in Accounting is also presented.
Lecture/Lab Hours: One hour per week.
MGMT 5100 - Advanced Supply Chain Management

Credit Hours: 3
Prerequisite: MGMT 3141 or MGMT 3155 or equivalent
Description: This course examines supply chain concepts of demand management (sell), supply management (buy), inventory management (store), capacity management (make), and quality management utilizing tools and creative problem solving principles useful for process improvement. Students will also evaluate how supply chain strategy can be aligned with the overall business strategy, the market, and competitive environment to improve overall supply chain performance.
Lecture/Lab Hours: Three hours per week.

MGMT 5200 - Advanced Management Information Systems

Credit: 3 hours
Prerequisite: MGMT 3141 or MGMT 3155 or equivalent
Description: This course focuses on the management and use of information systems and technology. More than half of all business investment in the United States involves information systems and technology. This course explores topics such as the strategic role of managing data and developing the digital management information highway system, management issues in systems development, the expanding universe of computing, group support systems, intelligent systems, electronic document management, and managing the human side of systems.
Lab/Lecture Hours: Three hours per week.

MGMT 5300 - Decision Sciences

Credit: 3 hours
Prerequisite: MGMT 3101 or equivalent
Description: This course addresses decision making using quantitative and qualitative data analysis techniques that are appropriate for managers in a variety of industries.
Lab/Lecture Hours: Three hours per week.

MGMT 5400 - Managing in a Global Environment

Credit: 3 hours
Prerequisites: MGMT 3141 or MGMT 3155 or equivalent
Description: This course is geared toward developing students to be astute managers in our dynamic, global business environment. Issues that influence effective international management will be covered, heightening students’ awareness of relevant factors, such as culture, politics, ethics, law, technology, and the economy, that affect managers as they attempt to function successfully in an ever-changing, competitive world. The course will also include theories and practices managers should be aware of as they make critical decisions concerning international
strategy, international alliance formation and management, and international human resource management.
Lecture/Lab Hours: Three hours per week.

**MGMT 5600 - Leadership and Organizational Behavior**

Credit: 3 hours
Prerequisites: MGMT 3141 or MGMT 3155 or equivalent
Description: This course will facilitate a comprehensive understanding of human behaviors and the organizational system, and how effective leadership enables an organizational environment that enhances performance. Major organizational theories will be integrated to explain human behavior within organizations. Various leadership theories will also be presented and discussed, and students will analyze how certain leadership practices encourage or hinder both positive work behaviors and a highly functional organizational system. Critical thinking and problem solving will be essential components of the course, which will culminate with the completion of a project. This project will afford students the opportunity to demonstrate their understanding of the concepts and theories discussed, and to apply the knowledge gained throughout the semester.
Lecture/Lab Hours: Three hours per week.

**MGMT 5900 - Advanced Strategic Management**

Credit: 3 hours
Prerequisites: At least four of the following: ACCT 5100, MGMT 5100, MGMT 5200, MGMT 5300, MGMT 5400, MGMT 5600
Corequisites: Any of the following courses not already taken: ACCT 5100, MGMT 5100, MGMT 5200, MGMT 5300, MGMT 5400, MGMT 5600
Description: Advanced Strategic Management is an integrative graduate level course that seeks to develop the strategic thinking and knowledge about the strategies and management processes that enable organizations to leverage resources and cope with the challenges of dynamic business environments.
Lab/Lecture Hours: Three hours

**MGMT 6100 - Advanced Project Management**

Credit: 3 hours
Prerequisite: MGMT 3141 or MGMT 3155 or equivalent
Description: This course uses the Project Management body of knowledge (PMBOK) as the underlying structure for the study of project management. Project initiating, planning, executing, monitoring and controlling, and closing are covered. Updated theories and techniques are also discussed.
Lab/Lecture Hours: Three hours per week.
MGMT 6110 - Acquisition Management

Credit: 3 hours
Prerequisites: MGMT 3141 or MGMT 3155 or equivalent
Description: This course is designed to educate students to be effective acquisition program managers and leaders by providing analysis, synthesis, and evaluative skills needed to manage a major system. It includes detailed acquisition document planning and execution, with project level instruction designed to build acquisition strategies, source selection plans, test and evaluation master plans, and system engineering master plans. Lecture/Lab Hours: Three hours per week.

MGMT 6120 - Advanced Logistics Management

Credit Hours: 3
Prerequisites: MGMT 3141 or MGMT 3155 or equivalent
Description: This course examines integrating logistics practices in the private and public sector. It presents ways and means to apply logistics principles to achieve competitive advantage. It emphasizes enterprise strategy supply chain management practices and processes throughout a product’s life-cycle.
Lecture/Lab Hours: Three hours per week.

MGMT 6130 - Advanced Purchasing and Materials Management

Credit Hours: 3
Prerequisites: MGMT 3141 or MGMT 3155 or equivalent
Description: This course covers purchasing and managing the materials and other inputs organizations use when creating products and services.
Lecture/Lab Hours: Three hours per week.

MGMT 6200 - Advanced Continuous Process Improvement

Credit: 3 hours
Prerequisites: At least 9 hours of graduate credit
Description: This course blends theory and practice with regards to continuous process improvement. The tools and philosophies of well-established bodies of knowledge such as Lean, Six Sigma, Theory of Constraints, and others are covered. A group project helps students understand the real-world constraints and capabilities of applying these theories.
Lab/Lecture Hours: Three hours per week.
MGMT 6505 - Graduate Management Special Topics

Credit: 3 hours
Prerequisite: At least 12 hours of graduate business credit AND approval of School of Business Dean
Description: This course provides the student an opportunity to pursue management studies on a topic(s) not covered in existing graduate courses. Nature and scope is determined in consultation with faculty sponsor.
Lecture/Lab Hours: Three hours per week.

MGMT 6605 - Graduate Management Internship

Credit: 3 hours
Prerequisite: At least 12 hours of graduate business credit AND approval of School of Business Dean
Description: This course provides the student an opportunity to pursue professional work experience in public, private, or not-for-profit organization. The nature and scope is determined in consultation with a faculty sponsor and an internship site coordinator.
Lecture/Lab Hours: Three hours per week.

MGMT 6950 - Graduate Program Management Capstone

Credit: 1 hour
Prerequisite: MGMT 6110 and one of the following MGMT 6100, MGMT 6120, MGMT 6130 or MGMT 6200
Description: This course serves as a capstone for the Program Management concentration. Material from previous classes is reviewed. The course is not intended as a comprehensive review but rather a guided self-study course in preparation for the capstone final examination. An update of recent advancements and issues in Program Management is also presented.
Lecture/Lab Hours: One hour per week.

MGMT 6960 - Graduate Supply Chain Management Capstone

Credit: 1 hour
Prerequisite: MGMT 6120 and MGMT 6130
Description: This course serves as a capstone for the Supply Chain Management concentration. Material from previous classes is reviewed. The course is not intended as a comprehensive review but rather a guided self-study course in preparation for the capstone final examination. An update of recent advancements and issues in Supply Chain Management is also presented.
Lecture/Lab Hours: One hour per week.
MGMT 6970 - Graduate General Management Capstone

Credit: 1 hour
Prerequisite: At least 2 General Management electives
Description: This course serves as a capstone for the General Management concentration. Material from previous classes is reviewed. The course is not intended as a comprehensive review but rather a guided self-study course in preparation for the capstone final examination. An update of recent advancements and issues in General Management is also presented.
Lecture/Lab Hours: One hour per week.
Appendix B

Campus Approval Support Documents

- Agenda from School of Business faculty meeting
- Minutes from School of Business faculty meeting
- Agenda from Academic Affairs Committee meeting
- Minutes from Academic Affairs Committee meeting
- Agenda from Faculty Senate meeting
- Minutes from Faculty Senate meeting
School of Business

Faculty Meeting

November 5, 2015
3:30pm-4:30pm
PSC 341, Macon Campus

1. Mission Statement
2. MSM
3. Other items
School of Business

Minutes of Faculty Meeting: November 5, 2015, PSC 341, 3:30pm-4:30pm

Attending: Anthony Patti (Associate Dean), Charlie Aiken, Doug Bice, Tabitha Floyd, Mimi Ford, David Kang, Francisco Lopez, Harry McAlum, Senthil Muthusamy, Shawn Park, Simone Phipps, Terry Sanders, Carol Sargent, Trip Shinn, Troy Sullivan, Vanessa Svensson and Jerry Williams.

1. Dr. Patti called the meeting to order at 3:30. He began with discussions on the proposed Mission Statement change for the School of Business. The School of Business Mission Statement refers only to undergraduate program. Since the institution had recently become a University and the School of Business was being asked to propose a graduate degree, the mission statement needed to be updated. After a general discussion of the issue, Dr. McAlum motioned to approve the change; Mr. Aiken seconded this motion. There were no further discussions and the faculty voted unanimously in favor of the change to the mission statement.

2. Dr. Patti reviewed the Master of Science in Management (MSM) degree proposal with the faculty. There were a few suggestions for word changes within the proposal. There were general discussions about the curriculum and assessment plans. However, no changes were proposed. Mr. Sanders motioned to approve the proposal subject to the minor wording changes; Mr. Sullivan seconded this motion. There were no further discussions and the faculty voted unanimously in favor of forwarding the proposal to the Academic Affairs Committee.

3. Mr. Sanders reminded faculty that the assessment report for the BSBIT program is due at the end of the semester. He indicated he would be contacting those involved to make sure they were ready.

4. The meeting adjourned at 4:17.
Appendix C
Assessment Plan
Assessment Plan – School of Business
MS in Management
2016/2017

PART I: UNIT AND PROGRAM SUMMARY INFORMATION

<table>
<thead>
<tr>
<th>Program Data</th>
</tr>
</thead>
<tbody>
<tr>
<td>Degree Level</td>
</tr>
<tr>
<td>Degree Program</td>
</tr>
<tr>
<td>School</td>
</tr>
<tr>
<td>Department</td>
</tr>
<tr>
<td>Contact</td>
</tr>
<tr>
<td>CIP Code</td>
</tr>
</tbody>
</table>

Unit Mission: a broad statement of the directions, values and aspirations of the department or school with regard to its programs. It should provide a clear description of the purpose of the unit and the learning environment. The mission should be overtly aligned with the university’s mission.

“The Mission of the School of Business is to provide high quality undergraduate and graduate business programs targeted primarily to meet Central Georgia workforce needs. The School focuses on effective teaching and student learning for a diverse student population. Faculty engagement in scholarly activities, especially applied and pedagogical research, enhances classroom instruction. Faculty provide professional services to the community and their disciplines.”
**Program Goals**

*Program Goals:* general, broadly stated, aims or purposes of the program and its curriculum. The goals should be meaningful, achievable, and assessable. They should be clearly aligned with the unit's and university's mission.

1) To educate and graduate students who are prepared for positions in middle and upper level management in a broad range of industries. [Institutional Priority: Distinguish MGA through the accomplishments of the faculty, the reputation of the academic colleges/schools/programs, and the preparation of students for careers.]

2) To maintain an environment where students have access to the resources they need to progress and graduate in a timely manner. [Institutional Priority: Become a leader in providing and supporting multiple degree pathways for all MGA students, focusing on professionally empowering bachelors’ and graduate programs.]

**PART II: STUDENT LEARNING OUTCOMES**

*Student Learning Outcomes:* SLOs describe in concrete, measurable terms what program goals mean. They describe the knowledge, skills, abilities, capacities, attitudes, or dispositions you expect students to acquire in your program. SLOs describe what faculty deem important for students in the program to know, think, do, or value upon completion of the program. SLOs should be clearly stated and achievable. They should meaningfully define the educational objective, and, where possible, indicate desired level of attainment. Finally, SLOs must be assessable.

Provide a numbered list of 3-5 student learning outcomes for your program.

The Office of Graduate Studies has established two student learning outcomes (SLO) that are required of all graduate programs. They are:

- **GSLO #1:** Define, describe, summarize, and defend their mastery of program subject matter.
- **GSLO #2:** Produce graduate level scholarship, research or professional project that is original and significant.

The specific SLO’s that will be used for the MSM satisfy both GSLO’s. Those SLO’s are presented below. Note that GSLO #1 is addressed in SLO #1, SLO #3, SLO #4, and SLO #5. GSLO #2 is addressed in SLO #2.
MSM SLO's

Students who successfully complete the MSM program will be able to:

- **SLO #1**: Define, describe, summarize, and defend their mastery of core management areas.
- **SLO #2**: Produce graduate level scholarship, research or professional project that is original and significant.
- **SLO #3**: Accounting Concentration: Define, describe, summarize, and defend their mastery of accounting standards, tax law, and auditing standards.
- **SLO #4**: Program Management Concentration: Define, describe, summarize, and defend their mastery of program management theory and practice.
- **SLO #5**: Supply Chain Management Concentration: Define, describe, summarize, and defend their mastery of supply chain management theory and practice.
- **SLO #6**: General Management Concentration: Define, describe, summarize, and defend their mastery of general management theory and practice.
<table>
<thead>
<tr>
<th>SLO</th>
<th>Methods of Assessment</th>
<th>Where/When Tested</th>
<th>Measure of Success</th>
<th>Analysis of Assessment Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>GSLO #1: Define, describe, summarize, and defend their mastery of program subject matter</td>
<td>Assessed in SLO #1, SLO #3, SLO #4, SLO #5</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>GSLO #2: Produce graduate level scholarship, research or professional project that is original and significant</td>
<td>Assessed in SLO #2</td>
<td></td>
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</tr>
<tr>
<td>SLO #1 Define, describe, summarize, and defend their mastery of core management areas.</td>
<td>Examination covering all 7 core classes</td>
<td>MGMT 5900: Strategic Management  Every semester course is offered</td>
<td>85% of students scoring 85% or higher</td>
<td></td>
</tr>
<tr>
<td>SLO #2 Produce graduate level scholarship, research or professional project that is original and significant</td>
<td>Strategy Profile Research Paper</td>
<td>MGMT 5900: Strategic Management  Every semester course is offered</td>
<td>85% of students scoring 85% or higher</td>
<td></td>
</tr>
<tr>
<td>SLO #3 Accounting Concentration: Define, describe, summarize, and defend their mastery of accounting standards, tax law, and auditing standards.</td>
<td>Examination covering accounting standards, tax law, and auditing standards</td>
<td>ACCT 6950: Accounting Capstone  Every semester course is offered</td>
<td>85% of students scoring 85% or higher</td>
<td></td>
</tr>
<tr>
<td>SLO #4 Program Management Concentration: Define, describe, summarize, and defend their mastery of program management theory and practice.</td>
<td>Examination covering major areas of Program Management</td>
<td>MGMT 6950: Program Management Capstone  Every semester course is offered</td>
<td>85% of students scoring 85% or higher</td>
<td></td>
</tr>
<tr>
<td>SLO #5 Supply Chain Management Concentration: Define, describe, summarize, and defend their mastery of supply chain management theory and practice.</td>
<td>Examination covering major areas of Supply Chain Management</td>
<td>MGMT 6960: Supply Chain Management Capstone  Every semester course is offered</td>
<td>85% of students scoring 85% or higher</td>
<td></td>
</tr>
<tr>
<td>SLO #6 General Management Concentration: Define, describe, summarize, and defend their mastery of general management theory and practice.</td>
<td>Examination covering major areas of General Management</td>
<td>MGMT 6970: General Management Capstone  Every semester course is offered</td>
<td>85% of students scoring 85% or higher</td>
<td></td>
</tr>
</tbody>
</table>
### Prior Cycle Student Learning Initiatives

List and analyze all initiatives from previous assessment cycle. Compare actual results to measures of success.

### New Student Learning Initiatives: Use of Results

Identifying gaps between benchmarks (measures of success) and results of assessment, describe new initiatives for continuous program improvement. (Continuation of prior cycle initiatives is acceptable if warranted by data analysis.)

### Budget Considerations

Using the data/results/initiatives above describe if there is any change in funding needs for the program.

*This documentation must be used for funding requests sent to VPAA in budgeting cycle.*
PART IV: Complete College Georgia (CCG) Metrics

CCG Metrics

**CCG Metrics:** In support of Middle Georgia State University's Complete College Georgia (CCG) initiative, units will track and analyze (1) program enrollment (2) numbers of degrees conferred in the program (3) timely completion of degree (measured by student credit hours at graduation). Units may also track course completion ratios for select classes. Units must establish measures of success (benchmarks) in each target area on an annual basis. Data will be supplied by the Office of Institutional Effectiveness in May of each year.

<table>
<thead>
<tr>
<th>Enrollment</th>
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<tbody>
<tr>
<td><strong>Prior Cycle Measure of Success:</strong></td>
</tr>
<tr>
<td>Data:</td>
</tr>
<tr>
<td><strong>Data Analysis:</strong></td>
</tr>
<tr>
<td><strong>New Measure of Success:</strong></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Degrees Conferred</th>
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</thead>
<tbody>
<tr>
<td><strong>Prior Cycle Measure of Success:</strong></td>
</tr>
<tr>
<td>Data:</td>
</tr>
<tr>
<td><strong>Data Analysis:</strong></td>
</tr>
<tr>
<td><strong>New Measure of Success:</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Credit Hours at Graduation</th>
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</thead>
<tbody>
<tr>
<td><strong>Prior Cycle Benchmark:</strong></td>
</tr>
<tr>
<td>Data:</td>
</tr>
<tr>
<td><strong>Data Analysis:</strong></td>
</tr>
<tr>
<td><strong>New Measure of Success:</strong></td>
</tr>
</tbody>
</table>
### Prior Cycle CCG Program Initiatives

List and analyze all CCG initiatives from previous assessment cycle. Compare actual results to measures of success.

### New CCG Initiatives: Use of Results

Identifying gaps between benchmarks (measures of success) and results, describe new initiatives for continuous program improvement. (Continuation of prior cycle initiatives is acceptable if warranted by data analysis. List any continuing programs in this section)

### Budget Considerations

Using the data/results/initiatives above describe if there is any change in funding needs for the program.

*This documentation must be used for funding requests sent to VPAA in budgeting cycle.*