SPECIAL REPORT

OF THE

GRADUATE COUNCIL

concerning

CREATION OF A MASTER IN BUSINESS ADMINISTRATION (MBA) WITH A SPECIALIZED BUSINESS FOCUS (#4579)

Presented at the 776th Regular Meeting of the Faculty Senate March 8, 2018

COUNCIL MEMBERSHIP

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The Graduate Council recommends approval of this proposal.

Briefly describe the Proposal

The proposed Master of Business Administration with a Specialized Business Focus entails the completion of 9 elective credit hours in addition to the 11 required core MBA courses (See attached proposal for a more detailed description of the Master of Business Administration with a Specialized Business Focus). These 9 credits of electives must possess a common theme that is approved by the Graduate and Professional Programs Office in the Isenberg School of Management. Students interested in pursuing a Master of Business Administration with a Specialized Business Focus will work with their dedicated academic adviser to select 9-credit hours from the current pool of electives being offered as part of the MBA program. The academic adviser will submit the proposed specialized business focus to the Associate Dean for Professional Programs for approval.
Provide a brief overview of the process for developing the proposal.

The Graduate and Professional Programs Office in the Isenberg School of Management met with John McCarthy (outgoing Dean of the Graduate School) and Barbara Krauthamer (current Dean of the Graduate School) to discuss the necessary process and procedures for providing MBA students with the ability to tailor a 9-credit focus to meet specific interests. A specific process was outlined for how a specialized business focus would be vetted and approved. Before submitting the proposal for Faculty Senate approval, it was sent both Barbara Krauthamer and the Isenberg MBA Core Faculty for review.

Purpose and Goals

Describe the proposal's purpose and the particular knowledge and skills to be acquired.

The Master of Business Administration with a Specialized Business Focus is targeted toward anyone with a specific interest that is not currently offered as part of an existing focus. These are often niche domains that are too specialized to declare as a permanent focal area, but are timely and relevant enough to serve as a complement to an MBA degree. Thus students will be able to complement their core MBA foundation with specific skills and knowledge that will allow them to compete more effectively in an increasingly complex and dynamic business environment. Examples of focus areas that can provide specific knowledge and skills include (but are not limited to): Sustainability, Social Media/Networking, Supply Chain Analytics, International Finance, etc.

Resources

If this proposal requires no additional resources, say so and briefly explain why. If this proposal requires additional resources, explain how they will be paid for. For proposals involving instruction, indicate how many new enrollments are expected and whether the courses have room to accommodate them.

The proposal requires NO additional resources as all of the elective courses are being offered as part of the existing Isenberg MBA program. As a result, we anticipate little or no additional teaching load on our faculty. Expected enrollment is difficult to predict as the MBA program is currently committed to growing its enrollment across the board; however, we have seen substantial interest from students who would like to tailor their educational goals to meet a more specific area of interest. Thus we expect to see significant demand for an MBA with a Specialized Business Focus.

Curriculum

Provide a curriculum outline showing degree program requirements, requirements of any existing concentrations, requirements of proposed concentration, and how they relate. You may include this outline and any additional documents as attachments below.

Core MBA (37 Credit Hours)     MBA with a SBF (43 Credit Hours) 
Core Courses 
SCH-MGMT 632 Strategic Information Management (3-Credits) 
SCH-MGMT 633 Financial and Managerial Accounting (4-Credits)
SCH-MGMT 640 Corporate Finance (3-Credits)
SCH-MGMT 644 Economic Analysis for Managers (3-Credits)**
SCH-MGMT 650 Business Data Analysis and Statistical Methods (3-Credits)
SCH-MGMT 660 Marketing Strategy (3-Credits)
SCH-MGMT 670 Operations Management (3-Credits)
SCH-MGMT 680 Leadership and Organization Behavior (3-Credits)
SCH-MGMT 689 Organizational Strategy (3-Credits)
SCH-MGMT 602 Business Intelligence and Analytics (3-Credits)**
SCH-MGMT 770 Human Resource Management (3-Credits)**
SCH-MGMT 783 Business Law (3-Credits)**
Note: Students are required to take 3 out of the 4 courses denoted with **
Electives
Electives (3 Credits)  Electives (9 Credits)
Note: Electives can consist of any combination of 1, 2 and 3 credit hour courses)
Note: Any 1, 2 or 3 credit hour course offered by the Isenberg School of Management (see proposal for a list of proposed elective courses) that has an appropriate focus on the designated Specialized Business Focus is eligible to count as elective credit towards an MBA with a Specialized Business Focus.

*Attach any curriculum outline or additional materials here.*
Proposal: MBA with a Specialized Business Focus

Note: Prepared for Faculty Senate Review

Overview

This proposal outlines a new Specialized Business Focus that will be a part of the existing Master in Business and Administration (MBA) degree (Full-time, Online, and Part-time) offered through the Isenberg School of Management. This proposed concentration represents a new non-thesis concentration in our existing MBA program. The goal of the Specialized Business Focus is to provide students with opportunity to acquire advanced knowledge, skills and expertise that will allow them to pursue subject matter that is rapidly emerging and evolving. Specific knowledge and skills include (but are not limited to): Sustainability, Social Media/Networking, Supply Chain Analytics, International Finance, etc.

Program Details

Admission: A minimum of a bachelor’s degree.

Format: The Full-time MBA core courses are offered as a cohort-based, lock-stepped curriculum over a 2-year period. The Online/Part-time MBA core courses are offered online every Spring, Summer, and Fall semester. For Online/Part-time students who desire a face-to-face experience, some (but not all) of the core courses may be offered in the evening via one of our satellite campuses (Holyoke or Shrewsbury). Elective courses may be offered in a face-to-face, online, or hybrid (combination of online and face-to-face) format.

Fees: The MBA with a Specialized Business Focus program requires students to take a total of 43 credits. The additional cost to the students for the Specialized Business Focus is the same as a traditional focus (i.e., an additional 6 credit hours). The fee per credit for core and elective Online and Part-time MBA courses is $900. There is an additional non-refundable registration fee of $45 each term. The registration fee is paid only once each term, regardless of how many courses a student enrolls in. Total cost for the MBA with a Specialized Business Focus is $39,060 (assuming $360 in registration fees across 8 semesters – would be less if a student takes 3 or more courses during the same semester – excludes textbook costs and any applicable discounts). Note: All Full-time MBA students receive full funding support and typically complete the degree program in 2 years.

Required Curriculum: To satisfy the requirements for earning an MBA with a Specialized Business Focus, students must take the core MBA curriculum (34 credit hours) as well as 9 credits of electives that possess a common theme convergent with a specialized focal area (e.g., Supply Chain Analytics). All Specialized Business Focus areas must be approved by the Graduate and Professional Programs Office in the Isenberg School of Management.

1 The offering of the MBA with a Specialized Business Focus is contingent on final approval by the Faculty Senate at The University of Massachusetts Amherst.
MBA Core Courses (Required)

- **SCH-MGMT 632 Strategic Information Management (3-Credits):** This course provides an understanding of the strategic role of Information Technologies (IT) in business; how to successfully integrate IT into the organization; how to manage the challenges associated with conceiving, justifying, implementing and maintaining IT-based initiatives; and how to be an active and productive participant in management decisions that involve IT.

- **SCH-MGMT 633 Financial and Managerial Accounting (4-Credits):** An overview of the concepts and language of financial and managerial accounting that covers how accounting information can be used as an effective tool for communication, monitoring, and resource allocation. Topics include the principles and methodologies underlying financial statements and the inherent limitations of that information. Additional topics include behavior, cost analysis, and tools used to motivate and coordinate business activities.

- **SCH-MGMT 640 Corporate Finance (3-Credits):** The purpose of this course is to introduce students to the area of corporate finance and investments. Students will learn about the basic concerns and responsibilities of financial managers, and gain an appreciation of the methods of analysis employed by them. Students will learn both theory and practice of corporate finance and investments.

- **SCH-MGMT 644 Economic Analysis for Managers (3-Credits):** This course reviews the foundations of modern economics with an emphasis on its applications in business. Course coverage includes a range of both microeconomic and macroeconomic subjects. Topics include demand and supply analysis, consumer theory, theory of the firm, unemployment, inflation, monetary and fiscal policy, economic growth, the causes and consequences of recessions, and issues in global economics.

- **SCH-MGMT 650 Business Data Analysis and Statistical Methods (3-Credits):** This course provides an overview of statistical analysis and inference. The language and methods of statistics are used throughout the MBA curriculum, both in the classroom and in assigned readings. In addition, the language and methods of statistical analysis have permeated much of academic and professional writing as well as media reporting, both inside and beyond the business community. The goal is to present a broad introduction to statistical thinking, concepts, methods, and vocabulary. The course has an emphasis on business applications.

- **SCH-MGMT 660 Marketing Strategy (3-Credits):** This course provides an executive viewpoint of marketing concepts, such as branding and segmentation, for strategic and organizational decision-making. There is an emphasis on tools available for analysis and control of marketing activities, including the use of new media. Topics also include industrial life cycles, customer experience, and pricing strategy. Note: SCH-MGMT 713 Services Marketing Management can be substituted for SCH-MGMT 660.

- **SCH-MGMT 670 Operations Management (3-Credits):** The goal of this course is to teach leaders what they need to know in order to build high-performance operations with world-class processes of innovation and continuous improvement. We cover the most current methodologies and tools, together with the most important soft skills required, to create efficient and responsive operations that deliver the highest quality services and products.
• **SCH-MGMT 680 Leadership and Organizational Behavior (3-Credits):** Provides an overview of different perspectives and approaches to leadership practice and related organizational behavior topics. Relying on a participative multi-learning approach, the course goes beyond traditional leadership practices to examine empowering leadership approaches for addressing contemporary organizational behavior challenges such as leading teams. The overall objective is to increase students’ understanding of and ability to apply contemporary leadership and organizational behavior knowledge in work situations.

• **SCH-MGMT 689 Organizational Strategy (3-Credits):** Capstone course requiring application of knowledge and techniques derived from previous courses. Course presents strategic management theories and frameworks, uses integrative cases, and leverages empirical observations to guide students in the formulation of successful firm-level strategies. Note: This is a capstone course that should be taken LAST.

• **SCH-MGMT 602 Business Intelligence and Analytics (3-Credits):** This course provides an introduction to Business Intelligence, including the processes, methodologies, infrastructure, and current practices used to transform business data into useful information and support business decision-making. Business Intelligence requires foundation knowledge in data storage and retrieval, thus this course will review logical data models for both database management systems and data warehouses. Students will learn to extract and manipulate data from these systems and assess security-related issues. Data mining, visualization, and statistical analysis along with reporting options such as management dashboards and balanced scorecards will be covered.

• **SCH-MGMT 770 Human Resource Management (3-Credits):** Overview of human resource management theory and practice in organizations. Legal framework; job design; recruitment, selection, performance appraisal, and separation; compensation; benefits; contemporary issues in HRM.

• **SCH-MGMT 783 Business Law (3-Credits):** Examines and evaluates legal problems as they relate to the business environment. Course will deal with areas of law including contracts, agency, ethics, bankruptcy, business organization and other areas of commercial law.

**SBF Electives (9 Credit Hours Required) – Not an exhaustive list**

- SCH-MGMT 712 Private Wealth Management (2 credits)
- SCH-MGMT 714 Real Estate Investment (3 credits)
- SCH-MGMT 797QA Quality Analytics (1 or 2 credits)
- SCH-MGMT 797T Business Turnaround Strategies (2 credits)
- SCH-MGMT 597L Negotiation Theory & Practice (3 credits)
- SCH-MGMT 697MN Managerial Analytics (1 credit)
- SCH-MGMT 710 Data Management for Business Leaders (3 credits)
- SCH-MGMT 795L Leadership & Beyond (3 credits)
- SCH-MGMT 797Q Project Management (3 credits)
- SCH-MGMT 797QP Healthcare Quality & Performance Improvement (3 credits)
- SCH-MGMT 797SF Sustainable Finance Theory & Practice (3 credits)
- SCH-MGMT 697CA Supply Chain Analytics (3 credits)
• SCH-MGMT 697FA Introduction to Forensic Accounting (3 credits)
• SCH-MGMT 697FV Personal Finance - Investments (1 credit)
• SCH-MGMT 697PN Personal Finance Insurance (1 credit)
• SCH-MGMT 705 Financial Statement Analysis & Valuation (3 credits)
• SCH-MGMT 797DA Exploring Data Analytics for Accounting Professionals (3 credits)
• SCH-MGMT 797NP Financial Management of Nonprofit Organizations (3 credits)
• SCH-MGMT 797VL Value Investing (3 credits)
• SCH-MGMT 797SB Strategic Business Decisions through Gaming Simulation (1 credit)
• SCH-MGMT 697DM Web Analytics for Digital Marketing (3 credits)
• SCH-MGMT 697DS Investment Decisions and Strategies (3 credits)
• SCH-MGMT 697ET Entrepreneurship (3 credits)
• SCH-MGMT 697LP Six Sigma & Lean Process Improvement: Transforming Data into Information (1 credit)
• SCH-MGMT 697MP Six Sigma: Business Process Change (1 credit)
• SCH-MGMT 697SD Six Sigma Methodology (1 credit)

Faculty: For information on our world-class faculty, please visit http://www.isenberg.umass.edu/faculty/

Degree Requirements: The degree is awarded to students completing the required courses with a passing grade in each course of a "B" or better. All courses must be taken through UMass Amherst, either on-campus or via Continuing & Professional Education. The student must complete all required courses within 5 calendar years from the date of admission.

Degree Process: Upon meeting the degree requirements, the student must submit a degree eligibility form to have their transcript audited by the Graduate Programs office in the Isenberg School of Management

MOTION: That the Faculty Senate approve the Creation of a Master in Business Administration (MBA) with a Specialized Business Focus, as presented in Sen. Doc. No. 18-036.