

Undergraduate Curriculum Committee
Coggin College of Business
Meeting
February 3, 2010

Minutes

1. The meeting was convened by Jeff Michelman at 9am. Oliver Schnusenberg, Chris Johnson, Adel El Ansary, Jeff Michelman, Gene Baker, Cheryl Campbell, John McAllister and Bobby Waldrup were in attendance. Jeff Steagall and Craig Harms were both absent.
2. Cyclical reviews: The committee discussed Appendices A, B & C attached and wanted to thank Paul Fadil and Jay Coleman for completing these. The motion was brought by Chris and seconded by Oliver. The motion carried unanimously. The committee voted to accept these as is. The reviews were given to Bobby Waldrup to share with the Continuous Improvement committee for discussion with respect to Assurance of Learning (AOLs). Gene Baker will follow up to determine the schedule for the next two reviews.
2. Curriculum changes
 - a. Marketing & Logistics
 - i. Allow more flexibility in meeting the International requirement by allowing a choice of: MAN 4600 (International Management), MAR 4156 (International Marketing), TRA 4721 (International Logistics), FIN 4603 (International Finance), or ECO 3704 (International Trade). A friendly amendment was added to include ACG 4251 (International Accounting) be included as an option (to help those students choosing to double major in Accounting and Marketing). The amended motion was brought by Adel with a second by Gene. The motion carried unanimously.
 - b. Accounting and Finance
 - i. To allow the 3 credits previously occupied by SOP 3004 (Social Psychology) to be used as a major elective for Finance majors. The motion was brought by Oliver with a second by Gene. The motion carried unanimously.
 - ii. Bettie Adams was preparing APCs for SOP 3004 (Social Psychology) for Accounting and Financial Services. Bettie had been ill and did not have these ready. Gene made a motion seconded by Chris that Jeff could review these APCs and then send them out for an email vote to the committee. The motion passed unanimously. The committee asked Dean McAllister to tell the faculty that the committee had asked for these issues to be resolved in an email vote subsequent to the 2/4/10 faculty meeting.
 - c. Management
 - i. No issues
 - d. Economics and Geography

All 7 items below relate to adding ECO 3411 (Business and Economic Statistics) as a prerequisite to ECO 3421 (Econometrics)

 - i. Make ECO 3411 (Business and Economic Statistics) a prerequisite to ECO 3421 (Econometrics)
 - ii. Drop STA 2023 (Elementary Statistics) as a pre-requisite for ECO 3421 (Econometrics)

- iii. Add ECO 3411 (Business and Economic Statistics) to the major requirements to fill the void created by dropping SOP 3004 (Social Psychology).
- iv. Drop ECO 3421 (Econometrics) as a pre-requisite for ECO 4401 (Mathematical Economics)
- v. Drop ECO 3421 (Econometrics) as a Co-requisite for ECO 3203 (Intermediate Macroeconomics).
- vi. Drop ECO 3421 (Econometrics) as a Co-requisite to ECP 3703 (Managerial Economics).
- vii. The above items were moved by Chris as a group with a second by Adel. The motion received unanimous approval.
- e. It was discussed that Cheryl Campbell would work with the chairs to add additional text to the catalog to indicate where courses fit into the core requirements as illustrated in Appendix D attached.
- f. The meeting was adjourned at 10am.

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Agenda

3. Cyclical reviews
4. Curriculum changes
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 - i. Allow more flexibility in meeting the International requirement by allowing a choice of: MAN 4600 (International Management), MAR 4156 (International Marketing), TRA 4721 (International Logistics), FIN 4603 (International Finance), or ECO 3704 (International Trade).
 - b. Accounting and Finance
 - i. To allow the 3 credits previously occupied by SOP 3004 (Social Psychology) to be used as a major elective for Finance majors.
 - c. Management
 - d. Economics and Geography
 - i. Make ECO 3411 (Business and Economic Statistics) a prerequisite to ECO 3421 (Econometrics)
 - ii. Drop STA 2023 (Elementary Statistics) as a pre-requisite for ECO 3421 (Econometrics)
 - iii. Add ECO 3411 (Business and Economic Statistics) to the major requirements to fill the void created by dropping SOP 3004 (Social Psychology).
 - iv. Drop ECO 3421 (Econometrics) as a pre-requisite for ECO 4401 (Mathematical Economics)
 - v. Drop ECO 3421 (Econometrics) as a Co-requisite for ECO 3203 (Intermediate Macroeconomics).
 - vi. Drop ECO 3421 (Econometrics) as a Co-requisite to ECP 3703 (Managerial Economics).

Appendix A

Curriculum Committee Guidelines for Cyclical Review of Courses

According to the minutes of April 18th 2007 meeting, the Curriculum Committee agreed to have a cyclical review of the Core courses in the college.

The schedule of reviews is as follows:

2007-08 FIN 3403, MAR 3023, BUL 3130, MAN 4720

2008-09 ACG 4401, ISM 4011, ECON 2013, ECON 2023

2009-10 MAN 3025, ACG 2021, ACG 2071, ECON 3421, MAN 3504

2010-11 ECON 3411, QMB 4600, SOP 3004, SPC 4064

2011-12 Complete curriculum review as an entire unit

This document provides the guidelines and timetable to follow during this review process.

1. Who is in charge of the review?

The representatives of each department in the Curriculum Committee will be in charge of working with their department in the review process. They will have to present a report to the Curriculum Committee according to the timetable presented below.

2. Guidelines for review

Departments have to write a report having in mind the BBA learning objectives. Also, the Curriculum Committee provides the following questions

- a) Do the catalog description, syllabus and the intended content (as determined by departmental faculty) match? Are these consistent with the course learning objectives.
- b) Are the learning objectives specified on the syllabus and are they being met?
- c) Is there consistency across sections of each course? How is consistency achieved?
- d) Is the course covering what the departmental faculty believes it should be covering?
Department should determine whether the expectations of course content has changed & been addressed appropriately over time.

The report should recommend necessary actions to correct some of the problems this review could find. Based on those recommendations, the representatives of each department should bring the APC forms for approval to the Curriculum Committee, following the timetable below.

3. Timetable

- a) Review Process: August-November
- b) Report and APC forms due to Curriculum Committee Chair: December 1st
- c) Curriculum Committee Meeting to evaluate report and actions: December
- d) Report and reforms brought to faculty: Faculty Meeting January

Note: This year we should review the following courses: 2007-08 FIN 3403, MAR 3023, BUL 3130, MAN 4720

Accordingly, we need a different schedule for this year, since there is no time to review these courses during the Fall semester. I propose the following timeline:

- e) Review Process: December-February
- f) Report and APC forms due to Curriculum Committee Chair: March 1st
- g) Curriculum Committee Meeting to evaluate report and actions: March
- h) Report and reforms brought to faculty: Faculty Meeting April

Appendix B

Cyclical Review of MAN 3025 (Fall 2009)

Do the catalog description, syllabus, and the intended content (as determined by the departmental faculty) match? Are these consistent with the course learning objectives?

The following is the course description provided in the catalog. This course description was recently revised and approved by the department and college faculty during the 2006-2007 academic year.

Fundamentals of management which permeate organizations. Includes introductory studies of administrative structure, organizational environment, and managerial functions and processes.

Although the course description from the syllabus is much longer, it absorbs everything in the catalog description.

This is an introductory course in management theory and practice. Management is presented both as a discipline and as a process. The course is built around the fundamental theoretical functions and processes of management and supplemented by materials that focus on current issues affecting the field (quality management, reengineering, empowerment, administrative structures, organizational environmental issues, high-performance work teams, cultural diversity, outsourcing, globalization, ethical dilemmas, value-added management, competency-based career planning and development, project management, value chain management, and changing technology, including electronic commerce and e-business, etc.). Therefore, the first part of the course will focus on the interdisciplinary foundation upon which management is built, while the second part of the course will focus on the application of these theories in the "real world."

This description is consistent with the specific course objectives. These course objectives are taken directly from Dr. Fadil's 2009 syllabus. All of these objectives are measured through tests, homework exercises, and workshops.

- 1. To acquaint students with the management functions and processes.***
- 2. To assist students in developing a variety of management skills.***
- 3. To expose students to a number of "real world" cases and examples.***
- 4. To expose students to a number of self-assessment learning exercises.***

Are the learning objectives specified on the syllabus and are they being measured?

The following is directly excerpted from Dr. Fadil's MAN 3025 syllabus:

The Coggin College has identified seven learning objectives for the undergraduate program. Of these seven, the following four receive high or moderate coverage in MAN 3025.

- ***Coggin College undergraduate students will communicate effectively in written, oral and electronic formats (moderate coverage, specifically with respect to written communication).***
- ***Coggin College undergraduate students will identify and propose alternatives to reconciling ethical issues in decision-making (moderate coverage).***
- ***Coggin College undergraduate students will understand the global economy and recognize the impact of diverse socio-economic and cultural factors on business operations (moderate coverage).***
- ***Coggin College undergraduate students will acquire content knowledge and skills specifically related to the discipline of management (high coverage).***

This course is truly an introduction to the subject of management. We cover numerous topics in an overview and cursory fashion, to give the students exposure to the many different areas and fields of management. These learning objectives are tested by test questions and a paper that the students are required to write for 10% of their overall grade. In sum, the learning objectives are specified on my syllabus and they are being effectively measured.

Is there consistency across sections of each course? How is this consistency achieved?

There is ultimate consistency across sections of Management 3025. Only one professor teaches all the sections that are offered every semester, including summers. The current professor teaches each class the same material, and administers exactly the same test.

Is the course covering what the departmental faculty believes it should be covering? Department should determine whether the expectations of course content has changed and been addressed appropriately over time.

The course content included in the Appendix was distributed to the Department of Management faculty on September 24th, 2009. As of November 1st, 2009, no unfavorable feedback was received from the departmental faculty. Also, the department faculty was instrumental in evaluating and approving the course description change during the last few years.

The course content is also quite consistent with the Introduction to Management coverage provided in numerous standard textbooks in the discipline. Moreover, this report was reviewed by other faculty in the department before being approved.

APPENDIX

Example of Topics Covered in MAN 3025 (excerpted from syllabus)

Management 3025

- l) Introduction to Management
 - a. Difference between Managers and Operatives
 - b. Definition of Organization and Management
 - c. Management Processes and Effectiveness and Efficiency
 - d. Levels of Management
 - e. Managerial Skills
 - f. Interdisciplinary Foundation
 - g. Value of Management

Appendix C

Cyclical Review of MAN 3504 (Fall 2009)

Do the catalog description, syllabus, and the intended content (as determined by the departmental faculty) match? Are these consistent with the course learning objectives?

The following is the course description provided in the catalog and on the course syllabus (i.e., the two are identical). This course description was recently revised and approved by the department and college faculty during the 2006-2007 academic year, and was generated from the consensus opinion of the operations management faculty (Drs. Coleman, Harms, Kale, Naslund, and Paulraj). Moreover, during the 2008-2009 academic year, the title of the class was changed from "Production / Operations and Logistics Management" to "Operations Management," for simplicity and brevity, to reflect more modern terminology, and to deflect assumptions that the course is solely focused on manufacturing and/or logistics.

This course provides an overview of methods and tools for planning and controlling the production and distribution of goods and services. Topics include forecasting, production planning, inventory management, and other functions necessary to properly allocate, evaluate, and manage resources in production processes. Managers in both manufacturing and service organizations need to understand these topics in order to increase firm value by reducing costs and required assets while maintaining or increasing output, quality, and customer service. Prerequisite: STA 2023.

Are the learning objectives specified on the syllabus and are they being measured?

The following is directly excerpted from Dr. Coleman's MAN 3504 syllabus:

The faculty of the Coggin College have identified seven learning objectives for the Bachelor of Business Administration (BBA) degree program as a whole. These state that upon successful completion of the BBA degree, Coggin College of Business students will:

1. Communicate effectively in written, oral and electronic formats.
2. Identify and propose alternatives to reconciling ethical issues in decision-making.
3. Understand the global economy and recognize the impact of diverse socio-economic and cultural factors on business operations.
4. Utilize technology to enhance decision-making skills and improve productivity.
5. Demonstrate the ability to think critically to identify problems, and propose alternatives to these problems.
6. Acquire knowledge in the major functional areas of business and understand the interrelationships among them.
7. Demonstrate content knowledge and skills specific to their major.

Although all seven of these program learning objectives have relevance to effective operations management, this course will place high emphasis on program learning

objectives 4 (technology utilization), 5 (critical thinking), and 6 (functional area knowledge). We will also place moderate emphasis on learning objective 3 (international).

The preponderance of this course is designed around learning objective 6: developing your knowledge in a major functional area of business, in this case the production function. Specifically, upon successful completion of this course, you will be able to:

- Identify the planning and control functions (e.g., production planning and scheduling, inventory management, quality control) associated with the production and distribution process, which converts resources into goods and services, and delivers them to customers,
- Identify and discuss the key issues involved with performing each function,
- Identify and use appropriate qualitative and quantitative approaches that are available to solve problems within each function, which reduce costs while maintaining or increasing output, quality, and customer service.

Through the various assignments and evaluations in this course, you will also demonstrate and further develop your technology usage and critical thinking skills. In the final segment of this course, we will also highlight international influences and perspectives on a key topic.

Although the various faculty teaching MAN 3504 use somewhat different evaluation tools and methods, learning is measured through traditional testing (open-ended and/or objective quizzes and exams), take-home or online exercises and/or tests, individual and team projects / exercises.

Moreover, during the first two years or so of the implementation of the college's assurance of learning plan, MAN 3504 was employed as the common course within which the college assessed general critical thinking skills via the Watson-Glazer Critical Thinking Appraisal. (Going forward the critical thinking appraisal will be administered on a rotating basis in the MAN 4720 capstone course.)

However, in order to assess the degree to which the usual evaluation instruments in MAN 3504 assess critical thinking skills, during the Spring and Fall terms of 2008 Dr. Coleman examined the relationship between the Watson-Glazer appraisal result for each student and each student's average score on the three major exams in his course. The t-statistic for the relationship was 7.07 (df=281), easily significant at the 0.0001 level, suggesting that the major tests in the course were indeed representative of critical thinking skills.

Is there consistency across sections of each course? How is this consistency achieved?

Four instructors currently teach the course: Drs. Coleman, Harms, Kale, and Naslund. Approximately two years ago, the operations management faculty (those noted above, plus Dr.

Paulraj) met as a curriculum sub-committee to standardize a preponderance of the coverage in MAN 3504. The objective was also to allow each faculty member the academic freedom to include other topics in his courses, and/or to delve more deeply into chosen topics. As a result, the operations management faculty agreed on a set of topics that would constitute approximately 70% of the coverage in MAN 3504, regardless of instructor. These topics include forecasting, production planning, and inventory management. Other topics covered by various faculty include quality control and just-in-time / lean production, among others (an example of the full contents of one instructor is provided in the Appendix to this report).

The operations management faculty also constitute the faculty group that teaches MAN 4550 (Introduction to Management Science), which is required of all Management and Transportation / Logistics majors and is one of two “quantitative” courses – along with ECO 3411 (Business Statistics) – from which all other majors must choose. To assure differentiation between MAN 3504 (as a functional area course) and these two quantitative “tools” courses, the faculty group has also established a set of standardized topics to be covered in MAN 4550, which do not overlap with MAN 3504, including optimization modeling with linear and integer programming, simulation modeling, correlation and multiple regression analysis, project management techniques (i.e., PERT and CPM), and queuing (waiting line analysis).

Is the course covering what the departmental faculty believes it should be covering? Department should determine whether the expectations of course content has changed and been addressed appropriately over time.

The course description, learning objectives, and course (topics) overview excerpted earlier in this report (and included in the Appendix) were distributed to the Department of Management faculty on September 16, 2009. As of October 8, 2009, no unfavorable feedback was received from the departmental faculty. Also, the department faculty were instrumental in evaluating and approving the course description change and the course title change during the last few years.

The course content is also quite consistent with the operations management coverage provided in numerous standard textbooks in the discipline. Moreover, given that the operations management faculty include three colleagues added during the last six years, including faculty from esteemed programs in the discipline, allowed for a comparison of the course content with that of similar courses at leading institutions.

APPENDIX

Example of Topics Covered in MAN 3504 (excerpted from syllabus)

Operations management involves the managerial functions that must be performed to supply a firm's goods or services to its customers. We will discuss to varying degrees the following (predominantly tactical) tasks which are typically associated with getting a product or service to the customer. Much of the discussion will focus on the management and control of materials or inventory in a production and distribution system. We will by no means completely exhaust each topic. The objective is to provide you with an introductory understanding of what each represents, how each relates to other topics, and how relatively simple problems of each type can be addressed, highlighting quantitative approaches.

The following topics will be partially covered, probably in the following order. Some of the topics may be tied together in their presentation.

1. Introduction to Operations Management
 - Overview of the emphasis, orientation, and objectives of operations management
 - Defining the production function, and the three basic functions any business must perform
 - An Economic Value Added framework (EVA), and how operations management contributes to EVA
2. Forecasting Independent Demand
 - Defining independent vs. dependent demand
 - Types of forecasts
 - Overview of qualitative (judgmental) forecasting methods
 - Time Series Analysis: components of a time series, moving averages, exponential smoothing (including Holt's model), simple regression, time series decomposition using ratio-to-trend method
 - Measuring forecast accuracy
 - Confidence intervals
3. Aggregate Production Planning
 - Overview and objective
 - Changeable operational factors in the intermediate term, including advantages and disadvantages of using each factor: Full-Time Workforce, Inventory, Overtime, Part-time Workforce, Temporary Workforce, Backordering
 - Role of Marketing and Accounting / Finance in Aggregate Production Planning
 - Inputs to the planning process
 - Types of plans and planning methods
 - The transportation matrix method for Aggregate Production Planning
 - Presenting and costing out the plan
4. Inventory Management
 - Functions and types of inventory, and the impact of inventory on the economy
 - Key costs and decisions
 - Perpetual vs. periodic systems
 - Independent, non-lumpy demand, perpetual review items:
 - Quantity: EOQ, Quantity Discount Model
 - Timing: Reorder points, safety stocks and fill rates (including defining and determining the appropriate service level)
 - Determining annual costs and inventory levels

- Dependent and/or lumpy demand:
 - Material Requirements Planning: product structures, master production schedules, inventory status files, determining time-phased orders, lot sizing using lot-for-lot
- 5. Quality Control
 - Historical review
 - Defining Quality (and how *not* to define it), Quality Control, and Statistical Quality Control
 - Types of inspections
 - Acceptance Sampling vs. Process Control
 - Statistical Process Control:
 - Control chart overview
 - Defining the hypotheses being tested in process control, as well as what “in control” and “out of control” mean
 - Control charts for variables: X-Bar and R charts
 - Control charts for attributes: p-charts
 - How to read a control chart
 - Process capability analysis (the Cp index) and Six Sigma
 - Common mistakes in process control
 - How process control ultimately improves short-term and long-term quality
- 6. Just-in-Time / Lean Production
 - Definition of “big” vs. “little” JIT / Lean
 - Discussion of similar terms and initiatives
 - Three major goals of JIT / Lean
 - Seven forms of muda (waste)
 - Ten specific objectives of JIT / Lean
 - Identifying the “magic bullets” to achieve JIT / Lean
 - Key tools and techniques of JIT / Lean: SMED, Kanban, Kaizen, Source Inspection (Poka-Yoke, Jidoka, Andons), and Keiretsu

Appendix D

Core Courses

FIN 3403	Financial Management
MAN 3025	Principles of Management
MAR 3023	Principles of Marketing
BUL 3130	Legal Environment of Business
MAN 3504	Operations Management
MAN 4720	Strategic Management Business Policy
SPC 4064	Public Speaking Professionals
	Information Technology (See Major Offerings)
	International Business Course (See Major Offerings)
	Quantitative / Statistics Course (See Major Offerings)
	Cultural Diversity Course (See Major Offerings)